JANUARY 1955

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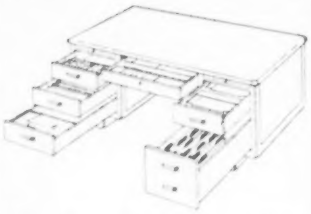

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TRAVELETTER

SINCE 1894

What is office management thinking about in 1955?

Top Management
Personnel
Equipment
Supplies
Methods
Schools
Manufacturers

What is office management thinking about in 1955?

You should find many of your own thoughts echoed in this year's Annual Survey because the comments appearing below represent many others bearing the same general thinking. As well as agreeing with some of these, you also should receive an interesting insight into areas where you may not have probed, because the following opinions are expressed by executives in a wide range of businesses with both large and small offices.

If you are a member of a large office organization, you might think the smaller office has fewer problems than you have. This is not so, say executives in small offices. They think everybody is trying to help the big office and no one thinks of them. Does that mean things are rosy for the large office? Oh no, says the executive in the big office, everyone tries to sell me machines, systems and supplies—but I need help to get more production from the machines I have. I want to compare my production with what others are doing, and with standards set by machine manufacturers. I do need machinery which will cut my costs, but I don't need machines just to make the work prettier. I don't want systems that require my staff to prepare practically all the required results under the guise of makeready.

What about electronics and automation? Sounds wonderful, say one and all. But what is it? How will it help me? When we get it, what happens to our personnel? Some executives are apprehensive of automation's effect on the people who will work with it. Others anxiously await the day when they'll be able to operate with fewer people and more machines. Undoubtedly, both are correct to a degree as indicated by opinions of those who foresee better office machines operated by smarter people.

On the subject of office management in general, there are divergent views. There are those who believe that things are progressing smoothly and correctly; others say office management is "off the beam." Remember, these are all opinions of men and women in charge of offices. They all do not agree on every subject, but the diversity of their thoughts makes these Annual Surveys stimulating reading.

Eliminate Waste Motions

The systems most likely to raise the effectiveness of our office operations would be perhaps time studies that would save waste motion in billing, bookkeeping or other ordinary office procedures. For example, even in the best and most modern equipment manufactured we recognize the fact that some concerns can get their maximum production with seemingly little or no overtime while others are never up-to-date in their work.—D. A. LONG, Credit & Operating Manager, Hood Rubber Co., Boston.

Automation Begets Tedium

With the introduction of electric accounting systems and the future development of electronic equipment, both of the memory and calculating type, more current information can be made available to top management. The time fac-

tor in the past has often made it impossible to obtain such information promptly enough to warrant its review by top management. Now, and in the future, reports can and will be obtained very promptly. Top management should educate itself to use this information intelligently and the office should condition itself to the furnishing of helpful information to top management.

Generally, I think the office equipment industry has and is doing its job in meeting the needs of business. They certainly have stimulated employers to make the office a comfortable and an attractive place to work. Technical developments seem to have been promptly considered by the industry for adaptation to applications in the office.

With the increased cost of equipment, we will expect a higher degree of dependability from employees assigned to this equipment. The level of intelligence will probably be somewhat greater than it has been in the past, and yet the individual employee will exert less physical and mental effort. Unless management does its part to stimulate the worker by improved leadership, boredom and frustration may develop. Better communications and better human relations between worker and supervisor can be the answer to this potential problem.—R. F. PRINZ, Director of Personnel, Western Home Office, Prudential Insurance Co. of America, Los Angeles.

Standards for Non-repetitive Work

One area in office operations which has been seriously neglected is that of standards of performance. There have been many types of programs initiated which primarily cover fairly large offices with repetitive operations. The questions in which I am most interested are how to set standards in offices where non-repetitive work is predominant and the use of standards in controlling performance, etc. —W. H. ENTERS, Manager, Forms & Methods, Radio Corp. of America, RCA Victor Div., Camden, N. J.

Smaller Tabulating Equipment

Business machine manufacturers have put wonderful tabulating equipment on the market which saves large companies thousands of dollars, and at the same time gives them complete and up-to-date reports on all phases of their business. Engineers continue to improve the machines and are successful in making larger and better ones.

However, a medium-size company, such as ours, employing an average of 275 people, often cannot economically take advantage of this large and expensive equipment. It would seem to us there would be a wonderful potential market for tabulating equipment designed for use by the smaller companies. Consequently, our suggestion is that instead of devoting so much time to making bigger and better tabulating equipment, we devote some engineering time to making such equipment for medium-sized companies which, when purchased or rented, would effect savings over the present methods that are available.—LEONARD J. RAUTH, Vice President-Treasurer, Eagle Rubber Co., Ashland, Ohio.

Specialist vs. General Practitioner

Frankly, I am not concerned with progress in specific areas of office management. For some time I have been thinking of the need for a way to apply the knowledge of specific techniques so that they would be useful to the average office manager. My own responsibility includes the functional supervision of office personnel in our 70 sales offices. The managers of these offices must necessarily supervise many phases of office management. It is not feasible to assign staff personnel especially trained in specific areas of scientific management such as work simplification, work measurement, quality control, and the like. We are constantly seeking ways of applying the techniques and data applicable to these specific areas so that our managers can use them as an every-

day working tool. To use the medical profession as an example, we would like to see more articles written to be read by the "general practitioner" rather than the "specialist."

Even in the areas of electronics and integrated data processing the emphasis seems to be on specialization. We talk of eliminating the general clerk and replacing him with a programmer. As a member of the Planning Council of the Office Management Division of American Management Assn., I am fully aware of the impact of these new techniques but I feel there is a void in the application to general office management and that there will be until we learn how to extract the basic data from all of these specific areas of scientific management and to put them in some applied form which can be used in the office as we know it today and as it will continue to exist, in my opinion, for many more days. — WILLIAM L. CRUNK, General Supervisor, Sales Offices, Reynolds Metals Co., Louisville, Ky.

Getting Reports Into the Office

A great number of office managers are faced with the problem of making top management realize that it is impossible for an office staff to keep proper and accurate records unless the various reports, time tickets or other forms are received complete and accurate from employees working outside the office. Many office managers do not have any control or authority over outside employees. Therefore it is difficult for them to put on pressure to get forms completed properly. One of the answers to this situation may be an educational program to make outside employees realize the importance of getting the proper information to the office. I heard the office manager of a large engineering firm tell the field engineers that their jobs were only half completed unless all records were submitted to the office. — ROY E. PIERCE, Office Manager, East Central Electric Assn., Braham, Minn.

Management Not Keeping Pace

I think you will find that generally office management has failed to keep abreast of the newly developed equipment that is now available. Such types of equipment as electronics and tape recording are being developed so rapidly that I personally admit that I am not fully aware of their possibilities and potentials. It must be apparent to all management that advantage of laborsaving devices must be taken in order to remain competitive and effective enough to be able to meet the demands for the increasing volume of reports and statistical information being requested by not only management, but our various governments. — L. W. BENJAMIN, Treasurer, Pesco Products Div., Borg-Warner Corp., Bedford, Ohio.

Greatest Progress in Electronics

The application of electronics to office operations is the area in which the greatest progress is now being made and the one from which we in this office will probably derive our greatest improvements in the year 1955. A growing awareness of the fundamental value of the one-writing principle is well demonstrated by the development of equipment and systems that are largely automatic after the creating of the initiating documents. The far-sighted office manager will take every opportunity to shape his procedures to make them adaptable to paper tape and punched card uses.

In connection with the development of equipment, we feel that manufacturers have failed to furnish factual standard time data in their literature. Such information, in contrast to the operating standards usually furnished, would permit prospective users of the equipment to plan in terms of the realistic production to be expected from the equipment.

One area of office management that we feel could stand more intensive development is that of incentives for clerical operations. Also in this area, much benefit could be derived from the develop-

ment of some technique for evaluating the need for supervision and production of supervisors. — CHARLES F. METZ, Methods & Standards Div., Chemical Corn Exchange Bank, New York.

Simplification for Supervisors

One phase that is of particular interest to me is work simplification, especially the type of operations that can be initiated and carried to a conclusion by first line supervisors or assistant office managers as opposed to more complex work done by special staff employees. Another phase that I am especially interested in is the development of employees with a special emphasis on the development of the first line supervisors.

A third area which I am quite interested in is the development of punched card systems and related equipment, especially the more moderately priced and simplified types which it seems to me are more readily adaptable to office operations than the present large computers. In short, I am interested in machines that have a very short input time and are capable of handling mass media in bulk quantities.—R. F. BELL, Division Exchange Revenue Accountant, Southern Bell Telephone & Telegraph Co., Birmingham.

Shortcomings of Machines

I have had frequent occasion to make surveys of accounting systems and try to obtain office machines to do the jobs more effectively. I frequently noticed in the case of tabulating equipment, that the machines are definitely not versatile enough and can provide advantages only when you have a number of repetitive operations. Everything must be punched on the card, and you have that potential source of error initially as you do in any other system.

We have on a number of occasions sought to get an efficient accounting machine to provide us with daily cost accounting records on a job cost basis. While we realize that in any system, regardless of how mechanized, there will be at least one days' lag, nevertheless, the cumbersome approach which has to be made by accounting equipment to achieve this end, in my opinion, gives very little value of the machine approach over and above hand methods now in effect.

One advance that has recently happened in the office equipment field and one which in my opinion has lagged for some time, is the development of a better combination adding and calculating machine. However, there is still great room for improvement in this since most of the machines on the market today are definitely slow in their calculating features compared with Marchant and Friden calculators.—J. NELSON BROWN, Treasurer-Controller, Kellett Aircraft Corp., Camden, N. J.

Replace Clerks With Machines

Since the individual clerk has lost capacity of production over the last ten to twenty years, something has to take up the slack which is really very large, because volume has increased tremendously. To hire more clerks with less capacity is not only expensive but foolish, and would increase costs out of all proportion to the work done. Mechanization and electronics are the only known answers today whereby the inefficient, inaccurate clerk can be replaced by a high speed, accurate, high production machine. Yes, it will take people to run these machines but specialized people who like and enjoy their work, as I know all tabulator department people today do. I hear less griping from our tab room than from any other part of the accounting department.

Business has got to come to a more uniform system of accounting, cutting out all unnecessary, unused detail and unread reports. What business needs is more statistics and less accounting at all lower levels.

The office of the future should have

no such thing as a clerk; machines should do all routine, currently manual, functions. All figures and information received by an accounting department should be immediately transferred to punched cards, channel tape or other media, the originals thus produced being used repetitiously in all other functions of adding, subtracting, multiplying, dividing, sorting, extending, recapping, posting, trial balances, operations reports and balance sheets. This means uniform systems in various departments which will all mesh when brought together into one final report.

An accounting department ten or fifteen years from now will consist mostly of key punch operators, machine programmers, machine accounting department supervisors and a chief accountant. This is too much to hope for all at once, but it is the trend and with the great need for expense reduction, it looks like the only answer.

What happened to the efficient clerk of ten and twenty years ago? They have been replaced by an inferior product turned out by a so-called "progressive education" system, which forgot to teach them to spell, file, figure discount or write so one can read it. Also they were allowed "free thought" and were given very little discipline, so that now they resent criticism. The were not taught pride in a job done well, so they do a job with as little effort as possible.

Office equipment manufacturers have overlooked making a small version of their machines for those smaller firms which cannot afford the expense of a big installation. This is a wide open field for some smart manufacturer.—S. W. TOREY, Controller, Golub Corp., Schenectady, N. Y.

Electronics for Smaller Offices

One of the most talked of subjects for the office has been in the field of electronics. I think we need more information on this during the year 1955, but not the type that applies to extremely large corporations that employ thousands of people. I believe that offices with employees of 100, 150, or 200 need more information as to how electronics can be adapted to offices of this size, and I think office equipment manufacturers and suppliers could be more informative in this regard. — H. F. HORSTMEYER, Office Manager, Burgess Battery Co., Freeport, Ill.

New Employee Indoctrination

One of the areas where office management needs help in order to progress is in the training of young office workers, indoctrinating them into proper office decorum. There is no question that the youngsters coming out of high school particularly desire to make a name for themselves in the business world but, apparently, little if any attention is given in the schools to the training of future office workers and their conduct in offices. Consequently, efficient means of on-the-job training must be developed. There are well established programs in large offices. My particular point of reference in this instance is to the medium and small office which cannot afford to maintain a training counselor and a full-fledged training program.—WILLIAM A. MILLER, Secretary-Treasurer, Lane-Wells Co., Los Angeles.

Periodic Audit of Procedures

I feel on pretty sure footing in my belief that progress in office management is most needed in the field of paperwork, with its attendant clerical expense. It is true that there is a huge progress potential in the reduction of paperwork because so little has been done. But I can't believe that cost reduction is the only potential. At the same time that we are reducing paperwork and the volume of records, we ought to be improving the quality and usefulness of the records which are necessary. In many cases, we ought to be creating records which are not being created but are being stored in some human skull where they

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may be lost in a flash at any time—valuable experience that can never be replaced. In large-scale operations, electronic equipment and data processing systems now promise a healthy reduction in both paperwork and clerical expense, but they cannot replace the human wisdom acquired during 30 or 40 years in the organization.

I believe that the system most needed to raise the effectiveness of office operations is the periodic audit of field operations which are governed by approved procedures. Just as financial audits assure conformance with accounting procedures and practices, so any procedure worthy of installation should be subject to periodic operational review and test-check to assure that all offices follow it. Without such an audit, written procedures can be a waste of time and simply add to the confusion. Furthermore, few really good procedures are ever prepared at one desk. The best ones are revised frequently to reflect operating experience in the field. An exception taken during an operational audit is the quickest and surest way of testing a procedure under fire in the field.—BEN F. GREGORY, Office Methods Staff, Tennessee Valley Authority, Chattanooga.

Don't Overlook Smaller Offices

On account of the keen competition prevailing everywhere, we, the smaller offices, are also compelled to systematize, streamline and economize our offices. We are not so much interested in electronic machinery but in any equipment which is not too expensive and will facilitate the organization and standardization of work, as well as the reduction of our overhead expenses. We are not so much interested in machinery entailing an expense of $500 to $10,000, but in smaller equipment. Although we are in a professional business, namely translations, especially in the research field, we are using for instance nine Dictaphones and electric typewriters. So you see even we, the smaller companies, are interested in office supplies but on a smaller scale.—C. V. BERTSCHE, Manager, Lawyers' & Merchants' Translation Bureau, New York.

Schools Need Assistance

Probably the area where progress would be most needed and ultimately do the most good to the largest number of people would be along educational lines. The manufacturers, distributors, and office executives could spend more time influencing the persons and committees responsible for the education of the young people of this country. I have often wondered why machine manufacturers and distributors have not been a little more generous with the samples of their equipment and other supplies for schools. This may seem a little far fetched but our own particular experience with some of the high school graduates and business school graduates has impressed us with the inadequacy of their training and their failure to comprehend modern office procedures. Efficiency in office work and procedures could have been enhanced by greater availability of the many machines and office forms commonly used by offices everywhere.

As a whole the manufacturers and equipment and stationery suppliers are most cooperative. One would be hard put to suggest any particular neglect on their part; if anything they are overzealous in their enthusiasm to sell new equipment. One thing occurs to me. The sellers of office equipment do not demonstrate the full capacity of their machines. Several times we have learned, through other sources, how to use machines for more purposes than indicated by the manufacturers.

We presume the greatest possibilities for systems or innovations in the future will lie in the fields of electronics and certainly there are amazing possibilities there. I believe the potential is still in its infancy and could we project ourselves into the next ten years we would be amazed at the happenings in this

particular field, all of which I am sure will contribute to the efficiency of office procedures.—JOSEPH S. NUTTER, Assistant Treasurer, Franklin Savings Bank of the City of Boston.

Some Little Things That Count

One of the areas of office management rarely considered when changes are made is the human relation problem. When an office has been established over a period of time and employees have learned to work together with their neighbors, rarely is the same seating arrangement planned for a new setup. This causes a duplicate disruption of operation. The staff must not only adjust to the new location but also on a wholesale scale to new neighbors. The second phase of management where progress is needed, is in multiple form elimination.

In the field of office equipment, the nature of left and right hand pedestals on the desks could be studied. It is frequently right-handed persons who are being furnished with left-handed desks due to the purchase of equipment without specification. Rarely do the office equipment manufacturers or suppliers point out this fact.—M. POWERS, Manager, Division of Employment Security, Commonwealth of Massachusetts, Boston.

Joint Effort by Manufacturers

Much progress is still to be made in the direction of a more technically sound approach to the related problems of work measurement and organization analysis in the office.

Office equipment manufacturers and suppliers should be placing more collective emphasis on the practical aspects of electronic tape utilization in the area of specific systems applications. Representatives of manufacturers of such widely diversified equipment as typewriters, calculators, Teletype machines and keyboard accounting machines, each of which can be tape-creating or tape-activated or both, might do well to form an industrial study group committee. The primary objective of the committee's efforts would be to present a "whole elephant." Currently each supplier is presenting a specific piece of tape-activated equipment. The application of such individual pieces is of limited value except as they may be applied in conjunction with other pieces of equipment which are supplied to industry through totally unrelated channels.

Much current confusion which now exists is due to the fact that many industrial firms are presently in the position of the blind men of the old adage who could comprehend only the individual segments without appreciating the potential size of the entire beast. Admittedly, many concerns including our own are exerting much initiative in helping themselves to find practical applications where punched tape can coordinate the operations of hitherto unrelated equipment. However, these many isolated individual approaches do not make information available to the whole field of office management in a collective sense.

It would seem that the equipment manufacturers are in an admirable position to summarize the aggregate results of industry's many individual applications and make the information available for general consumption. Also, the fact that they collectively have a tremendously challenging and fertile market potential in this area should provide them with the incentive for such action.—N. R. MARKLE, Controller's Division, Corning Glass Works, Corning, N.Y.

Improve White Collar Morale

I believe that we have been backward in improving the working conditions and privileges of the office clerk. With the inception of the Wage and Hour Law, and unionism, the benefits once enjoyed only by white collar employees, such as sickness pay, vacation pay, holiday pay and other fringe benefits, were given to factory workers. Without this differential, the morale and employees' loyalty has lessened in the office clerk. Pioneer-

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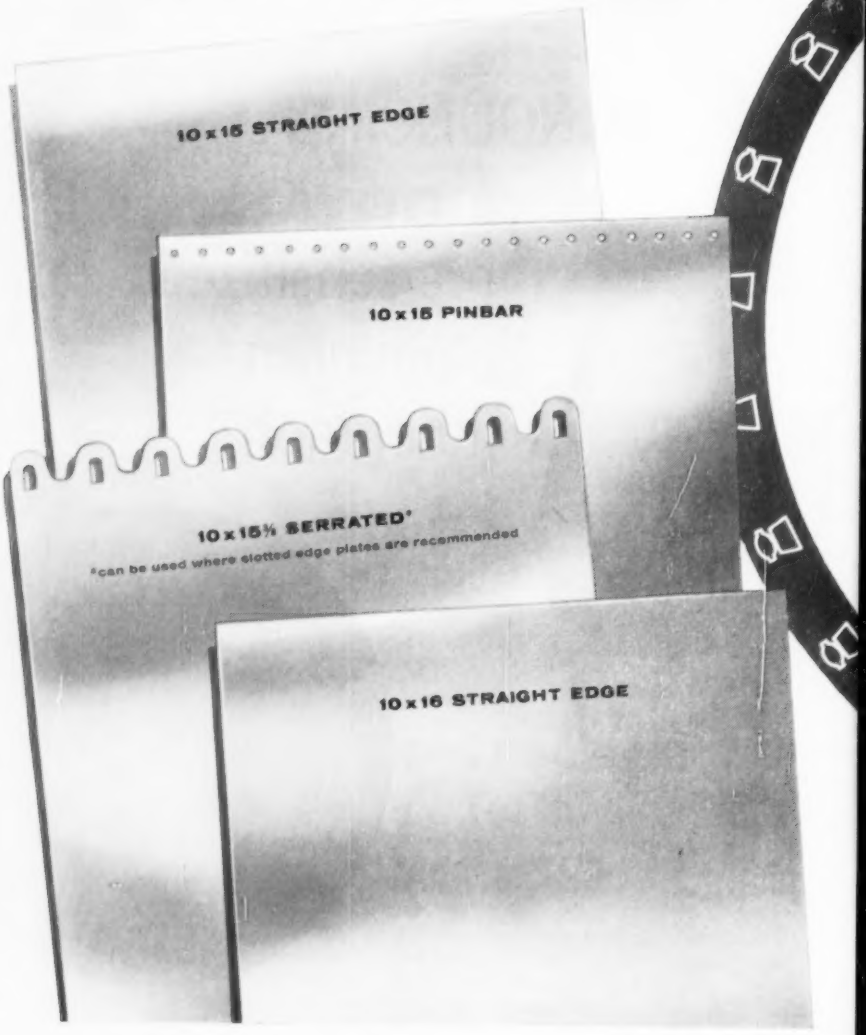

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ing in the field of personnel relations for office workers, to improve and restore this differential, would do more to once again instill the feeling of loyalty, as a part of management, in these employees and would raise the effectiveness of office operations not possible by time study.—J. J. SINDER, Controller, Electro Motive Mfg Co., Willimantic, Conn.

Simple Work Measurement

Cutting costs in office operations is one of the most important factors today. There are undoubtedly many methods available for evaluating clerical costs but they all seem to require a large number of reports detailing clerical production. This tends to make one hesitant in starting such a study when one cannot at the time be certain of the benefits which may be gained. If some relatively simple procedure were available for measuring clerical work, it could be used to increase the effectiveness of the office.—JOHN E. SIMMONS, Office Services Manager, Union Switch & Signal Div., Westinghouse Air Brake Co., Swissvale, Pa.

Standardization of Equipment

I would like to see more standardization of basic office equipment such as adding machines, typewriters, calculators, etc. Time and again we have had objections from operators when we wanted to change equipment.—E. A. WISSMATH, Office Manager, Elgin National Watch Co., Elgin, Ill.

Manufacturers Teach Operators

We have had considerable trouble where we have purchased new office equipment and the manufacturers have not sent in people who spend a sufficient length of time with the operators. This is no criticism of the equipment, or with the salesmen, but it does seem to us that more time and effort should be spent in teaching our people how to op-

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Sometimes the equipment is quite complicated and the demonstrators seem to think any of our operators could learn how to run it in a few minutes time. Very often this is not so and the demonstrators leave without having anyone sufficiently trained here to run the equipment.—WALTER L. ANGLE, Vice President, Citizens & Manufacturers National Bank, Waterbury, Conn.

More Information and Education

The area of office management that I feel progress is most needed is in the personnel management specialist field. There is presently a critical shortage of qualified, well seasoned and well trained personnel specialists. I firmly believe that if we could induce more young men and women to be given training along these lines so as to be in a position to furnish efficient indoctrination and personnel training for office employees, the personnel turnover in most offices would be reduced considerably. It has been my personal observation that too few of our organizations have a clear and concise information and education program for their office employees.

Office equipment manufacturers and suppliers should increase the information and education with respect to their varied products. I do not believe that a manufacturer or supplier of office equipment can obtain sufficient coverage of his product by merely being dependent upon having a display at one of the booths at an annual business show. With competition becoming much more keen in most industries today, I feel most fervently that a more diligent follow-up on prospective sales is incumbent upon all office equipment manufacturers and suppliers in order to obtain increased business.—E. TANNEN, Controller, World Steel Products Corp., New York.

(To be concluded in February)

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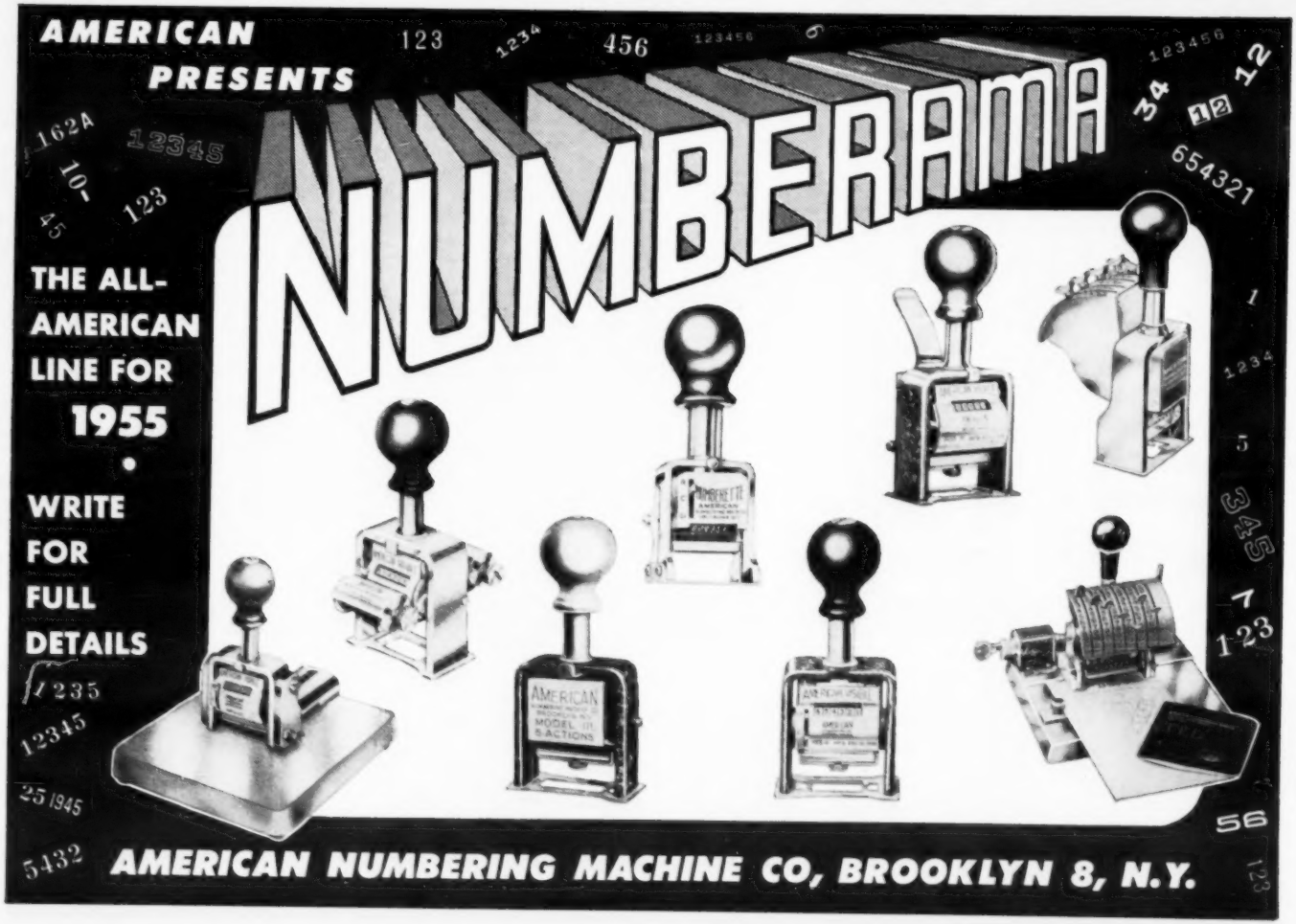
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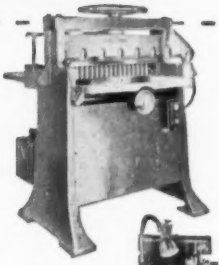

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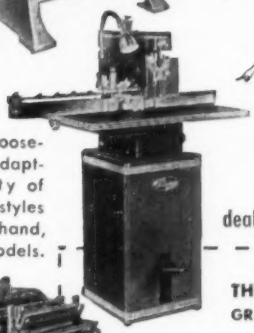

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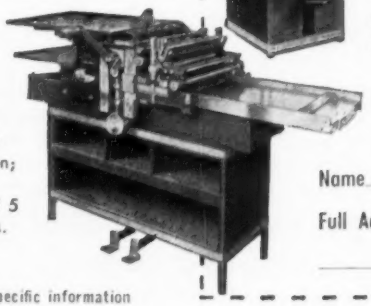

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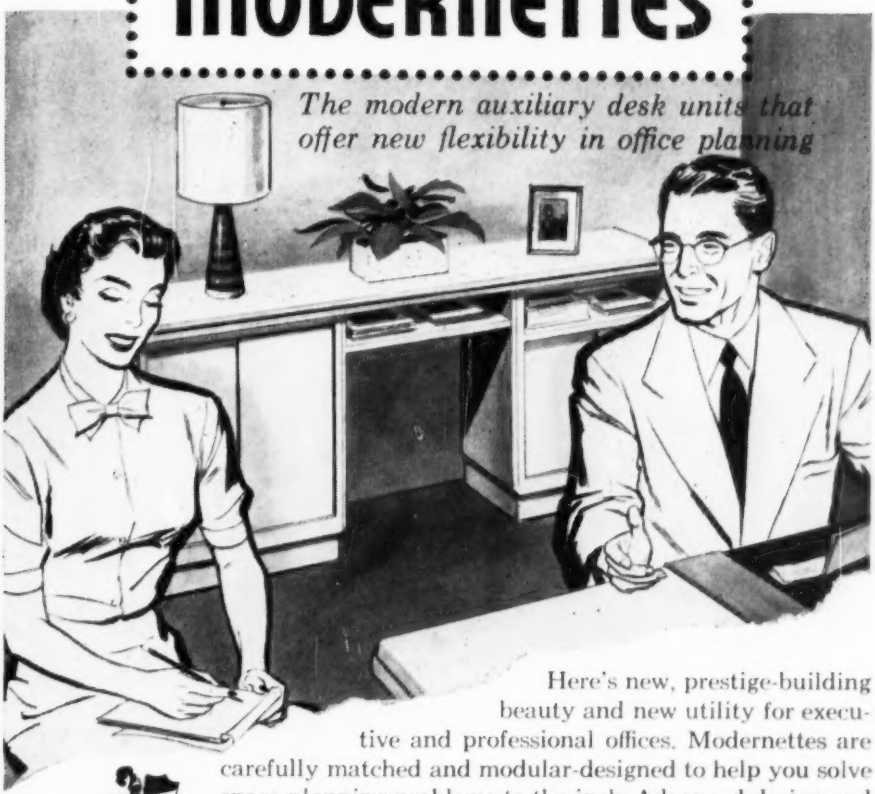

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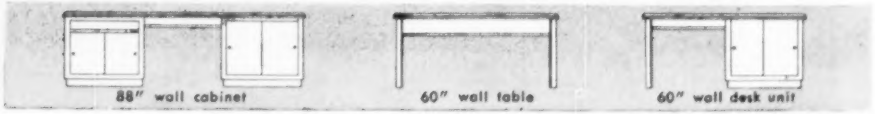

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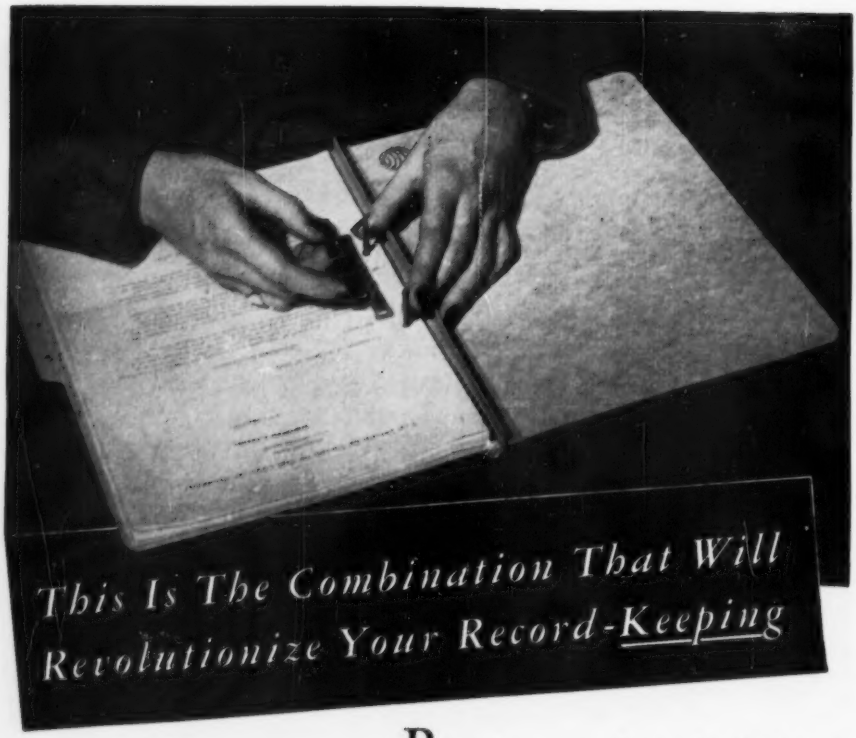

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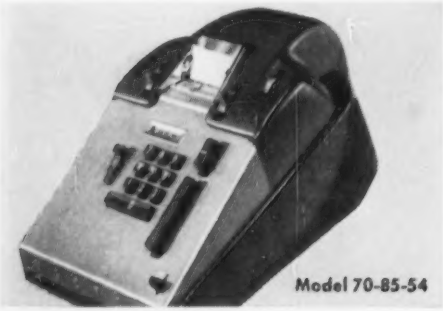

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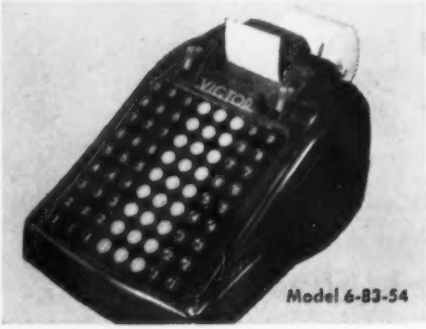
Great new Victor Select-O-Matic adding machine offers new ease, new speed of operation. Take both totals and subtotals from add bar automatically, or use regular dual total key, or interchange both methods. Quiet operation and True-Touch keys. Ten-key or full keyboard.

VICTOR EXECUTIVE MODEL

features direct subtraction and automatic credit balance

Gives full-duty service. Full flexible keyboard. Adds, subtracts, lists, multiplies. Automatic credit balance. The Victor Executive adding machine has total, subtotal, repeat, error and subtract keys. Electrically operated.



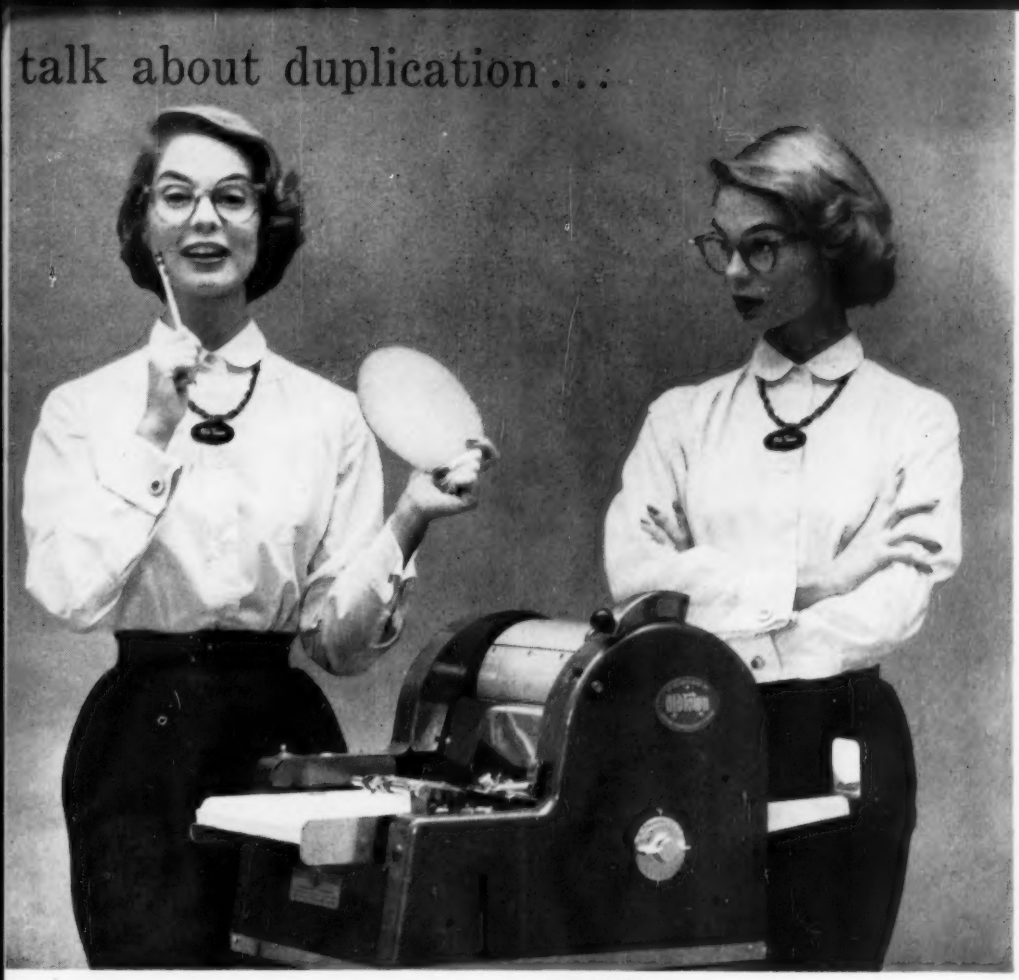
Model 6-83-54

Write today for free trial of any of these famous machines. Dealer franchises available.

VICTOR ADDING MACHINE CO. Chicago 18, Illinois

In Canada, McCaskey Systems, Ltd., Galt, Ontario

Manufacturers of Business Machines, Cash Registers, Business and Industrial Systems, Electronic Equipment, Electri-Cars



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the world's foremost duplicating system
for as low as **7.50** a month

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30-DAY FREE TRIAL . . . in your own office, prove for yourself how LD TOWN'S modern duplicator cuts paper work. You'll discover dozens of me-saving, money-saving uses.

TRADE IN YOUR OLD MACHINE . . . that old-fashioned "smudge pot" worth money when you trade it in on the new Old Town Inkless Duplicator.

nd this is Old Town's modern masterpiece of precision engineering . . . the ost advanced, versatile and accurate Duplicating Machine ever made. akes all the copies you need of everything you can type, write, or draw . . . in one to six colors. **Hundreds of Uses** . . . Sales Letters • Bulletins • Estimates • Stock Lists • Specifications • Quotations • Order-billing • Purchase Orders • Payroll Systems • Graphs and Drawings • Inventory Reports • News Releases • Statements • Reports

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Please send me complete information on the OLD TOWN Inkless Duplicator, including 30-day free trial, rental and trade-in. Present duplicator: .....

☐ You may arrange a FREE Trial

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are the answers to the efficient secretary's demand for faster, cleaner, clearer carbon copies. These carbon attached second sheets eliminate carbon shuffling and fumbling. Secretaries' hands never touch carbon surface. Duplicate copies are all clear, crisp and legible. Because Rogersnaps are faster and more efficient, productivity of each typist is increased considerably, thereby effecting an appreciable saving in clerical costs. These features offer wonderful sales points for you to offer your customers. Available in white, yellow, pink, and blue. Write today for prices and information.

ROGERSNAP Second Sheets are packed in a specially designed package to facilitate selection of the number of duplicates required . . or they fit easily into secretary's desk drawers for easy count and withdrawal.

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All copies are typed cleanly and clearly since each copy is always made with a fresh carbon.

A quick snap and your original and all copies are ready for mailing and filing. The carbons are discarded. Your secretary's time is far more valuable than saving your second sheet's carbons.

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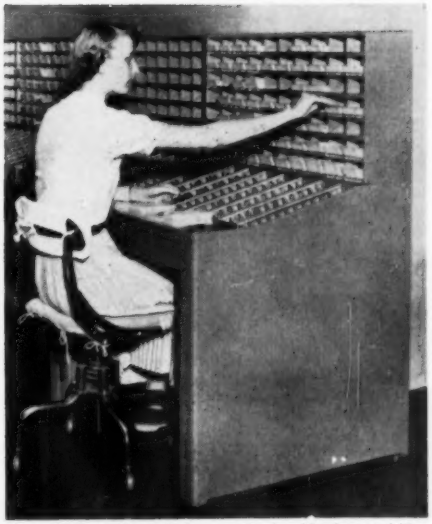
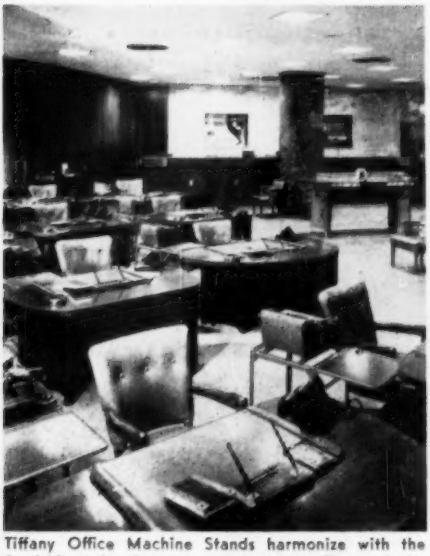
MANUFACTURERS OF CARBON INTERLEAVED BUSINESS FORMS

Eighty items on 1,700,000 ballots were tabulated by 250 operators and checkers in 48 hours on 176 Clary Addiing Machines for the Los Angeles County Registrar of Voters.



Five steel sorting desks, made by Neubauer Mfg. Co., are used by Northwestern Bell Telephone Co., Minneapolis, for analysis of punched cards.

CAMERA!



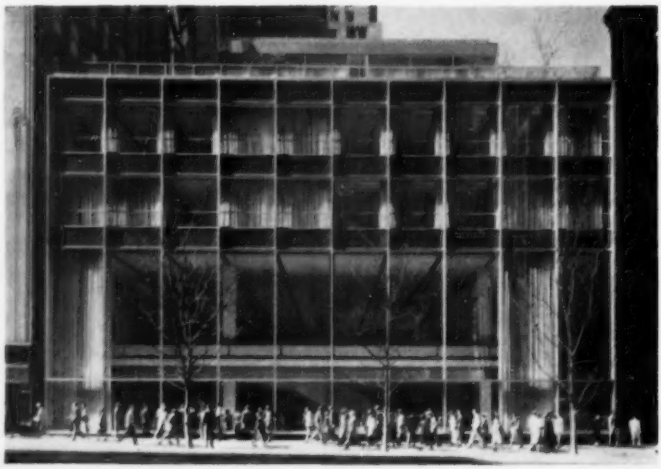
Tiffany Office Machine Stands harmonize with the furnishings in the newly decorated offices of the First Federal Savings & Loan Assn. of Chicago.

A young pony tries an Olympia Portable Typewriter at the Hagenbeck Circus in Western Germany. Olympias are distributed in the U.S. by Inter-Continental Trading Corp.

The main banking room on the second floor is reached by an escalator. There are no fixed teller positions and tellers' use mobile equipment. The first four floors have luminous ceilings which remain lighted at night.

Showcase Bank Building in New York

Exterior of this 5-story building of Manufacturers Trust Co. on Fifth Ave., New York, is all glass in aluminum frames. Second floor has 22 window panes: 10 by 22 ft., ½" thick, weighing 1500 lbs. Two ½-hp. motors open and close the 33-ft.-high fiber glass curtains. Bank's vault, built by Mosler Safe Co., is in full view of passers-by. Building designed by Skidmore, Owings & Merrill. George A. Fuller Co. was general contractor.



Bookkeeping department on the third floor. Equipment and machines are finished in rose-gold metallic baked enamel with tan linoleum tops on desks. Asbestos tile floor is tan and brown, walls are green with occasional red and yellow accents.

Austin, Nichols & Co., Brooklyn, N.Y., saves over $6000 a year with automatic dictation for its 60 salesmen whose telephoned orders are recorded on nine Dictaphone Time-Masters. Fewer order-writers are now needed to handle the transcriptions. Logged Dictabelt records are filed for 30 days to spot responsibility if an order is incorrectly filled.

Official U.S. Navy Photo

James A. McLain, President, N.Y. State Chamber of Commerce; Rear Admiral Roscoe H. Hillenkoetter and James Loomis Madden, vice president, Metropolitan Life Insurance Co., at the Navy's Paperwork Management Exhibit in New York. Exhibit was under the personal supervision of Milton Reitzfeld, director of the records management office of the Third Naval District.

Mrs. Edith T. Marcelo, executive vice president, Marcelo Steel Corp., Marcelo Rubber & Latex Products, Inc., and Marcelo Tire & Rubber Corp. in the Philippine Islands, on a visit to Marchant Calculators, Inc. Marchanters are, l. to r., Harold T. Avery, vice president - engineering; Walter Kassebohm, vice president-manufacturing; W. G. Perker, export manager.

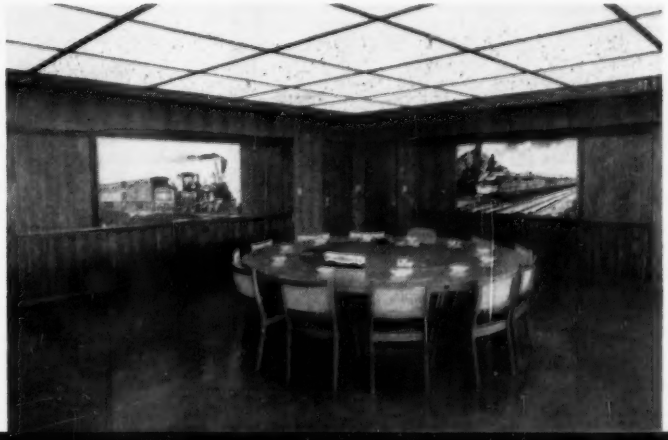
This mural, depicting railroading, is in the office of the president of Lionel Corp. at Irvington, N. J. The new Lionel offices, which occupy 33,000 sq. ft. in the company's newly enlarged plant, were designed and executed by F. V. Gerstel, Inc., New York.

New Offices of Lionel Corp.

Lionel's personnel department has gray steel desks and chairs with green upholstery, gray vinyl tile floor, gray walls and white ceiling.

The office of Lawrence Cowen, president of Lionel Corp., has brown carpet and walls, brown and white drapes. Desk has three shallow drawers and ends which can be raised for conferences.

Desk of Lionel's works manager has built-in intercom, file drawers, television controls and buzzer system. Floor has brown carpeting with vinyl tile behind desk. Walls are covered with tan grasspaper. Built-in bar has sink and refrigerator.



Lionel's main conference room has walnut table with linoleum covered revolving center for display of products. Telephone connections are installed around table's edge. Entire ceiling is illuminated.

The NORC's control console. Switches can start, stop and modify its written program, but normally it proceeds automatically from instructions recorded on magnetic tape. Each of its eight tape units (below) can read and write more than 70,000 digits a second, a speed equivalent to 14,000 typists.

Navy's New "Brain"

NORC is the Naval Ordnance Research Calculator built by International Business Machines Corp. for the Naval Proving Ground, Dahlgren, Va. It was demonstrated last month at the Watson Scientific Computing Laboratory, Columbia University, New York, where it was built. NORC was assembled less than two months before, yet ran four hours without an error. It is described as the fastest and largest electronic calculator in existence. With it, it would be practical to forecast the weather for an entire hemisphere 30 or 60 days ahead, by calculations occupying perhaps 24 hours and with results as good as those of an experienced subjective forecaster. Calculations now made to forecast weather over the U.S. 24 hours in advance, could be made by NORC in a half-minute.

In the foreground is one of NORC's two printers. Each can print at the rate of 18,000 characters a minute. Logical and arithmetical section is in the background.

SAVE Money . . . SAVE Time . . . with *ROL-DEX* by Watson!

Cut active record handling costs 25% to 55% with *ROL-DEX* *working level files.*

Records *ROLL* — to the seated operator . . .
increasing speed and efficiency . . .
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Please send me information about ROL-DEX record units.

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WATSON (established in 1887) also builds a complete line of filing cabinets and courthouse, bank and hospital equipment.

Now, all the features of Clary's famous and best-selling *full-keyboard* adding machines are available in a choice of keyboards! Clary's new 10-Key models (in both 8- and 10-column capacities) bring 10-key advantages you never thought possible: The ultimate in touch operation. Completely "open" keyboard—a fast operator can enter figures even before the previous cycle stops. Positive backspacer. Red subtraction and credit balance. Step-over in multiplication without the loss of a single cycle. Division *without* reciprocals. Electric clear key. Direct totals without operator lifting her hand, even when figures are indexed in the keyboard. And what's more, the new Clary 10-Key is the *only* adding machine that will hold a constant!

Clary Multiplier Corporation, Dept. O1, San Gabriel, California

10-Key just arrived!
Dress designed by Gernreich / Bass
BUSINESS MACHINES
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Phone the Clary representative listed in your yellow pages!
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Bates Model C Stapler
Makes its own staples.
One loading—5000 staples.

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Press . . presto! There's the address, phone number, recipe, etc. . . . quick as a wink!

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5000 rustless Brass staples each loading.

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The world's standard for excellence.

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Instantly removes any staple. Punches a hole up to a thickness of eight pieces of paper.

Bates Mercury Staplers
Wide range of models for every requirement.

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Easiest action, large waste container. Compact, economical.

Bates Samson Hand Punch
Powerful, easy to use—perforates up to ¼" of paper.

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Feeds, inserts and crimps eyelets in one automatic action.

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Reversible, renewable filler for long life, clear impressions.

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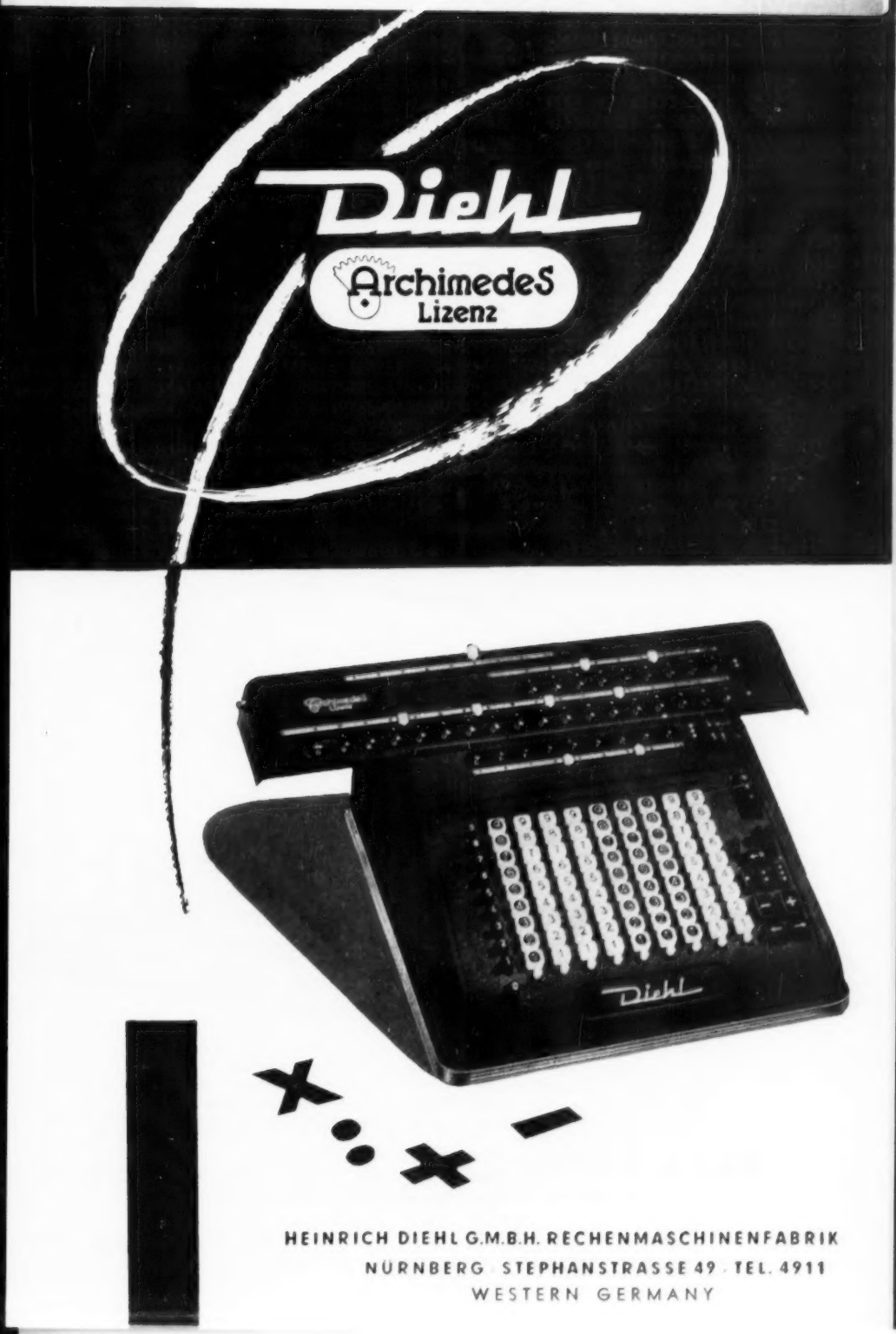
Orange, New Jersey: New York Office, 30 Vesey Street

Bates Numbering Machines, Staplers, List Finders, Perforators, Eyeleters, etc.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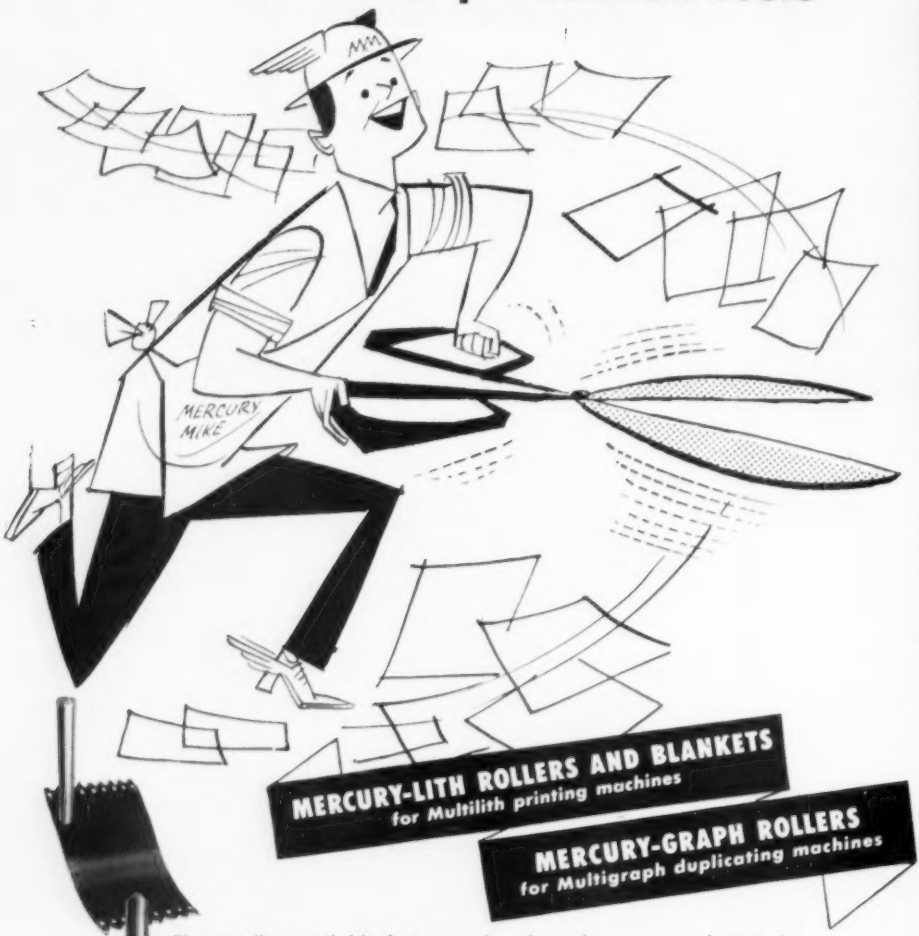
cut those production costs



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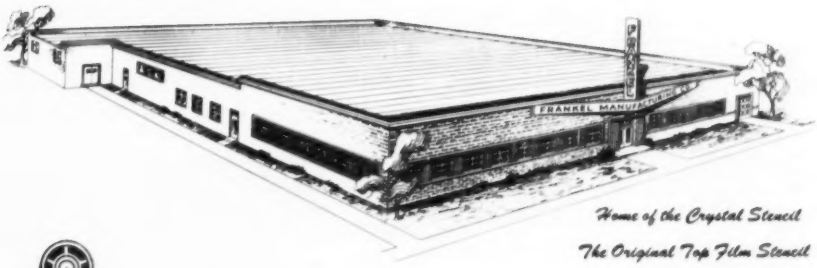

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Rebuilt *and* Rough

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Every rebuilt machine offered by Calculator Equipment has been expertly reconditioned by highly trained mechanics with genuine factory-made parts, and is in excellent operating condition. If you prefer to have rough Monroes to finish yourself, you can depend on Calculator Equipment to furnish them *complete* and of finest quality.

All rebuilt and rough Monroe Calculators sold by Calculator Equipment Corporation are priced attractively so that you can make a fast turnover . . . with good profits.

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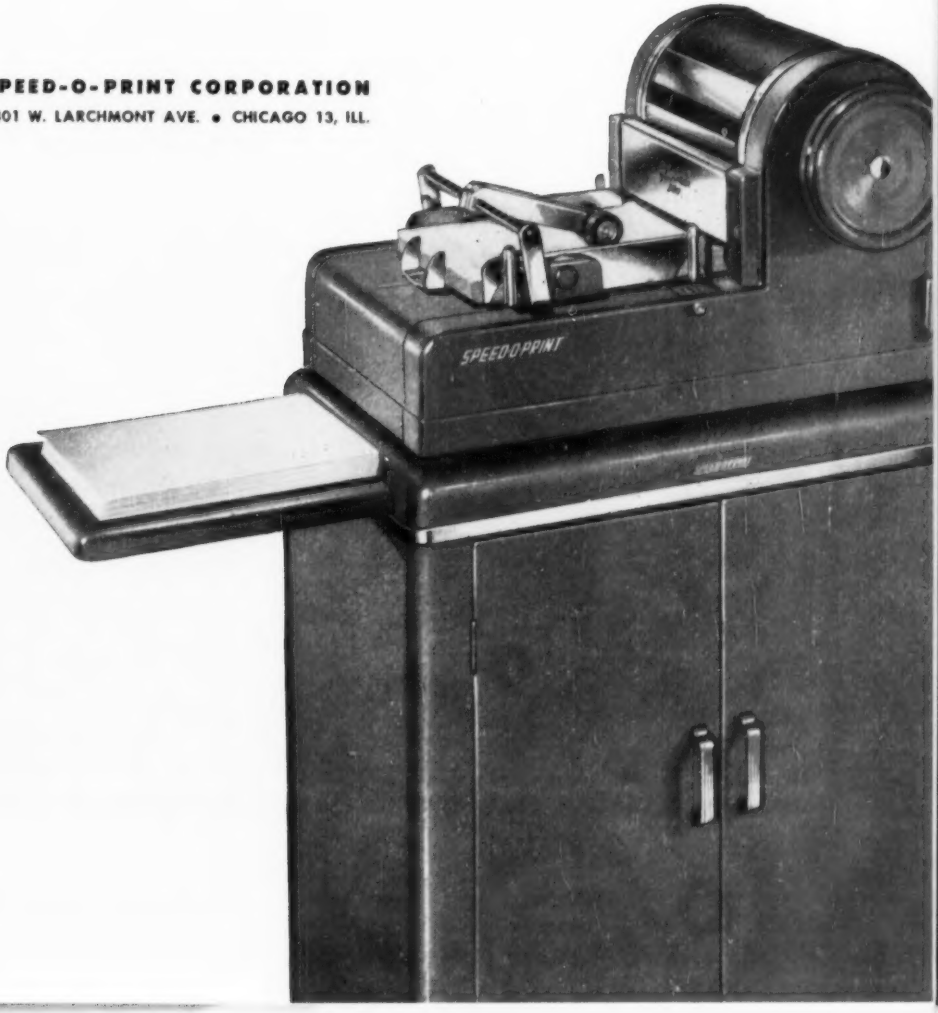

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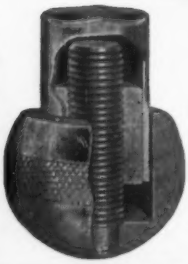

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OUTSIDE CONTINENTAL U.S.: Jorgen S. Lien, Box 507, Bergen, Norway.

Sensational! That's the only word to describe the all-new REGNA Adding Machine! Streamlined as the newest cars . . . so low in cost it's a dream-come-true for small business owners. Lets many firms cut expenses and increase production by supplying a machine to every department, to every desk where adding is done. It took REGNA engineers years to develop an adding machine of such supreme quality at such a remarkably low price. It will take your customers only minutes to realize that the new REGNA is their "best adding machine buy"!

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Gentlemen:
Please send more information on the new Regna Adding Machine and outline advantages of becoming a Regna Dealer.

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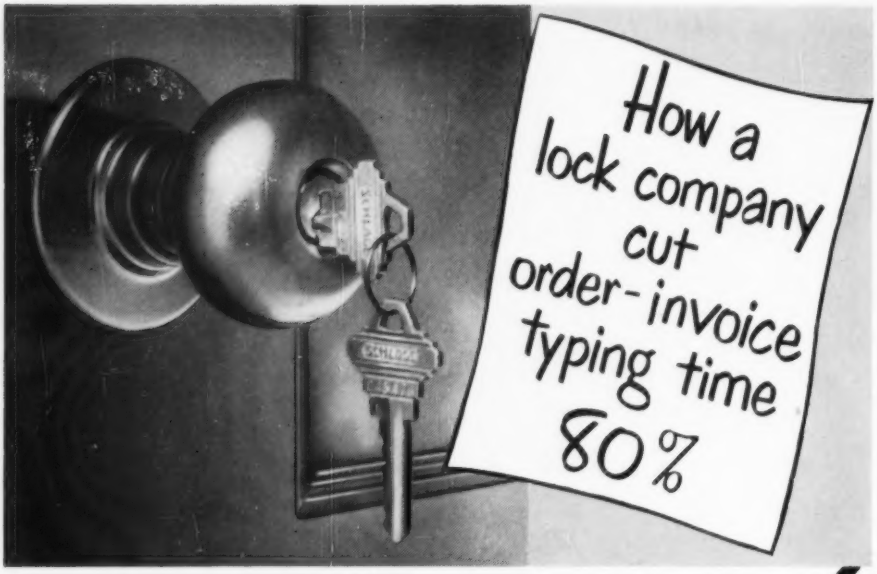

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THE PUNCHED CARD ANNUAL, VOL. 3. Punched Card Publishing Co., 502 Maccabees Bldg., Detroit 2, pp. 232, $6.

There are 48 illustrated articles on as many different tabulating machine applications and including electronic data processing and automation. The authors are executives and supervisors who write from their own experience and describe methods used in their offices, which cover a wide range of industries. In addition, there is a cross-indexed directory of nearly 1500 punched card installations throughout the country, listing the kinds of procedures, type of business, company name and address, and the name of the person in charge who has volunteered to answer correspondence regarding his firm's systems. For anyone interested in punched card techniques, this book is well worth having.

HOW TO OVERCOME OBJECTIONS IN SELLING by Walter Horvath. Prentice-Hall, Inc., 70 Fifth Ave., New York 11, pp. 174, $3.95.

Since sales are lost because one or more objections remain in the prospect's mind, this work describes how to answer, and capitalize on, these objections. It covers hundreds of actual situations and many product lines including office machines. Set in large type with many subheads for easy reading by salesmen who "don't like to read books."

PROCEEDINGS OF 1st CONFERENCE ON TRAINING PERSONNEL FOR COMPUTING MACHINE FIELD. Wayne University Press, Detroit 1, $5.

Thirty-five papers on the manpower requirements at various levels for users of electronic computers. Basic educational practices and objectives are discussed at length and with much unanimity.

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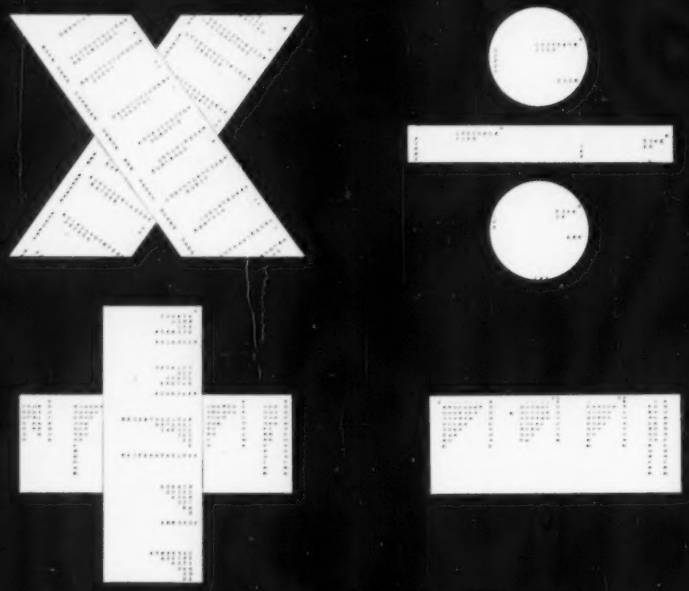

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The Model 99 Printing Calculator multiplies, divides, adds and subtracts with greater efficiency than any previous machine of its kind. It also provides automatic multiplication and credit balances plus Simpla-tape, the two-color printed record of every calculation performed. Write for free booklet number C669.

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President, National Assn. of Manufacturers.
President, Thomas A. Edison, Inc., West Orange, N. J.

AS WE BEGIN the year 1955, the nation's economy appears to be in an excellent position to begin a new period of growth—sound growth, based on a dollar whose value has remained fairly steady for nearly two years, and on a volume of production whose emphasis has shifted away from military to civilian goods. To me, the fact that our economy has absorbed the shock of suddenly switching from a wartime to a peacetime economy, after the end of hostilities in Korea, without suffering more than relatively minor ill effects, is one of the brightest parts of our economic picture.

We did have an increase in unemployment. For those people who through no fault of their own were unable to find jobs, it was a recession. I do not mean to minimize the effect on many people of the business setback. Nevertheless, since last January there has been a fairly steady increase in employment. The country on the whole is prosperous. The year 1954 has been the most productive peacetime year in our industrial history; the first full peacetime year in which the national product exceeded $300 billion.

The American people do not want the kind of prosperity that is built on wartime boom. The Korean war was the principal reason that 1953 economic activity was the highest in history. But 1954 was primarily a peacetime year, yet the figures in the various economic categories, such as production, sales, wages, employment and other things, are only slightly below the 1953 peaks. A necessary readjustment from war to peace has been made, and we have made it with an amazing resilience.

Looking ahead in 1955, it seems that a continually improving business situation is the probability. Economists are by nature a very cautious breed of men. They are reluctant to stick their necks out too far into the future. I am not an economist, but I recognize the hazards. Yet my own feeling, that the year 1955 will be a good one for business activity as a whole, seems to be shared by the economists I have talked with. They are optimistic and I think they are optimistic with good reason.

I think that stability is the underlying strong trend, rather than boom. No big changes are seen for the months ahead, but what changes do take place in the basic elements of the economy should be for the better. This is a time, I think, when the American public—and all of the business management people who bear the brunt of responsibility for the operation of our economy—should take a deep breath and look ahead to the next hurdles. We've jumped a good many war and postwar hurdles in the past 14 years, and we've come through in good shape. What is ahead?

We don't expect tranquility. The age in which we are living is far from being a drowsy one. Too many things are happening; some for good and some for bad. We cannot, obviously, be indifferent to the possibility of a Communist war; or about the terrible potentialities of the atom for destruction. But there is a better side to things. We are living in an amazing and exciting time. Our national progress in the next few years may be little short of

phenomenal, if the creative forces of our free economy are not impeded by war or artificial political restraints.

Americans today enjoy a plentitude of advantages—cultural, spiritual and material — which even our immediate forebears, our own fathers and mothers, could not have imagined. Moreover, all of these advantages are not in the hands of a comparative few, but are at the disposal of the great majority of our people. In the past, there has been time after time when scientific and industrial progress made such quick, long strides that a majority of the people thought there could be no more new inventions, no new materials, no better and faster processes.

The idea that there is any place where we stand still has been proved wrong repeatedly. In an atmosphere of freedom, and incentives, the American people's ingenuity and determination to build better lives for themselves and their children are not likely to slow down. Not today, of all times.

New technologies, whole new industries, are in the making. With atomic energy, chemistry and electronics opening up tremendous new potentialities, our tomorrows can bring us, through scientific research, a life healthier and happier, more comfortable, exciting and interesting, than anything we have ever experienced.

Couple this scientific and industrial advancement potential with the increasing needs of our population, which is growing at a rate of about 7,000 a day and may by 1975 reach a total of 220 million, and it is not hard to see ahead of us opportunities, markets and production, of breath-taking proportions.

The role of office management in the expanding future that we reasonably can expect, provided we work for it, will be a vital one. Every one of us who has operated in or from a business office knows that a production operation can be made or broken by office efficiency. The intricate network of office operations is to our productive machinery as the nervous system of man is to his muscles.

New machines, especially electronic equipment, will continue to speed the accuracy and efficiency of office work and at the same time reduce drudgery, just as better machinery has done and will do in physical production of goods.

Office management, I think, is confronted today with the same essential problems that permeate every part of our business and industrial system. The "easy" days of the seller's market are over. Competition is back. I think we should all be happy that it is, because peace and competition in business have come to be almost synonymous. Of course it is competition that always has sparked the American business system.

Office management, to do its share in today's competition and the future contests for bigger markets, must keep the costs of its "nervous system" down. But it cannot forget for a moment that, in the final analysis, results will depend, even more than on the latest equipment, on the cooperation of the men and women who work in our American offices.

Electronic "brains" can lighten and speed the work of human brains, but there are no electronic hearts to do the job that only good human relations can do with our employees, in office or factory. That is the function of human hearts in all levels of organization.

Look for Constant Change; The Best is Yet to Be

HOMER J. LIVINGSTON

President, American Bankers Assn.
President, First National Bank of Chicago.

THERE IS EVERYWHERE today an increasing realization that we are experiencing economic and social changes of far-reaching significance. It is not an easy task to adjust our thinking to these vast changes which are dictating the direction and determining the development of the American economy. It is much easier to follow the accepted routines and the inherited opinions of the past. However, if history teaches anything, it teaches that constant change is the only certainty in the life and enterprise of a dynamic nation. When change stops, the enterprise and genius of a nation are dead.

It is exciting to reminisce over the record of American accomplishments and to contemplate the challenging opportunities ahead. Today, the disposable income of our people is 350% higher than it was in 1939. Nine times more Americans are now earning $5,000 and over than in 1941. The American people have had a remarkable advance in their real incomes and in their standard of living. The substantial increase in the size of the middle class is one of the significant developments in this generation, and it is the foundation upon which American industry has built the greatest mass markets in history.

Gross national production, the aggregate annual value of the goods and services we produce, is 400% greater than it was fifteen years ago. During this same period, business expenditures for new plants and equipment rose over 500%, and expenditures by the public increased 800%.

Consider the striking developments in agriculture. Output per manhour on American farms today is over 50% greater than it was only twelve years ago. An endless stream of mechanical equipment has moved to the farms. Almost 6,000,000 units of equipment—tractors, motor trucks, grain combines, corn pickers and milking machines—have been placed on farms since 1941. There is 17 billion dollars of equipment on our farms today, five times as much as we had before we entered World War II.

Today the average American farm is worth $30,000 which is equal to $20,000 invested for every farm worker and represents almost twice the investment per worker in industry. Despite a decrease in the farm population of 6 million persons since 1940, and a very large addition to our total population, the agricultural industry has increased production and has given all of us much higher standards of living. Farming in our time has become big business.

Foremost among present economic and social forces is the growth of our population. Conservative estimates place the anticipated annual increase at about 2½ million persons. Every month this year we shall add a city of 170,000; a city the size of Tulsa, Salt Lake, Des Moines, Hartford, Grand Rapids, or Nashville. To express it another way, we shall add to our population this year another Philadelphia, Detroit or Los Angeles, or the population of a Connecticut, Iowa, Louisiana, Maryland or Oklahoma. Other things must follow. New homes to house the increased population will precipitate an automatic

flow of orders for paint, cement, steel, brick, stone, gravel, roofing, plumbing fixtures and a multitude of other products.

Almost every community has a need for increased school facilities. It was recently estimated that during the next six years we shall need to complete one new classroom every ten minutes of the day, 24 hours a day, seven days a week.

However, we need to understand that merely adding to our population is no guarantee that economic progress will continue, nor does it assure us that standards of living will rise. The heavily populated nations of the Far East have the lowest standards of living in the world. An increasing population is not enough. Men need freedom, education and incentives to produce. They need to share in the results of efficient production. They need remuneration for thrift and for the accumulation of capital. They need the free play of all those constructive factors which have been the mainspring of America's extraordinary economic progress.

The growing population has created shortages in local facilities of all kinds. There is a persistent demand that these conditions be remedied. New bond issues are being proposed constantly to meet the requirements of growing communities. There is every indication that there will be a great volume of public construction in the future.

All of us individually are aware of the growing obsolescence of a highway system that was meant to accommodate only half as many cars. Highway construction plans indicate that many billions of dollars will be required to build an adequate highway system to meet the needs of the continually expanding number of motor vehicles.

Since the turn of the century, one great industry after another has made its contribution to the nation's economic progress. Our people today have over 45 million passenger automobiles, approximately 18 million more than they owned in 1940. In the same period they increased the insurance they own from $115 billion to over $320 billion, and their total savings rose from $68 billion to $250 billion. In fact, in the last three years, the people have saved at the unusually high rate of 7.3% of their disposable income, compared to 4.5% in the prosperous 1929 period. These vast savings indicate that vast markets are available in the economy.

In the future, we may expect electronic equipment, new medicines in the conquest of disease, jet propelled passenger planes, great highway systems spanning the entire nation, whole sections of our major cities rebuilt and modernized, large expenditures for replacing industrial machines and equipment, and vast outlays to enlarge school systems, hospitals and utilities.

What are the responsibilities that the banking industry must assume if we are to provide the financial facilities essential to a dynamic and growing economy? Banking in the past has kept pace with the nation's extraordinary economic development, and there is every assurance that the banking system will continue to discharge fully its responsibilities to the nation's economy.

In 1900, there were approximately 10,000 banks with a capitalization of $2 billion. Today there are nearly 15,000 banks with a capitalization of over $15 billion. Bank credit in 1900 was about $5½ billion. Today total loans and discounts of all active commercial banks exceed $80 billion. The nation's banking deposits amounted to $8½ billion in 1900; deposits today have passed the staggering total of $200 billion.

Bankers are keenly aware that the management and supervision of these funds place upon them social and economic responsibilities of unusual magnitude. They realize that they are the financial intermediary for millions of savers and for those who use the funds. Their investment decisions, therefore, ought to be wise and careful, for to a large extent they determine the industrial and business channels through

which a large volume of investment funds flows. They will make every effort to continue to make available to their communities the steady stream of credit necessary to help build the economy and to raise even higher a standard of living that far exceeds that of any other country in the world.

It is a sobering thought to consider the far-reaching influence that the American economy has on the economies of all nations, since the United States has grown to world banking and financial leadership. Fortunately, American banking is keenly aware of its responsibilities in world financial leadership and the challenges inherent to leadership.

We are entering a period that will provide the greatest opportunities for growth this country has even known. New levels of individual achievement made possible by a greatly enlarged and dynamic American economy are within our grasp. As we look ahead, we may say with Robert Browning, "The best is yet to be."

The banking system accepts fully its responsibiilty to provide the banking services and facilities, and the financial leadership required, for an economy of free enterprise and private property to function effectively and for the greatest good of our people.

The Importance of Good Company Communications

JACKSON MARTINDELL

President, American Institute of Management
New York

FOR MANY COMPANIES, the annual outing or party is an awkward affair. Stiff, formal exchanges are heard when otherwise sacrosanct rank meets supervisor or clerk. Sooner or later communication bogs down completely, and the president gives up "building company morale," gathering only with the vice presidents he sees every day. The fact is, mutual understanding among the levels of a business organization doesn't just happen. It can't be taken from the shelf and dusted off once a year. Except where actively fought, multiple geographical locations, mechanization, industrial growth, specializations and many other isolating factors are at work in today's business world, widening the gaps between echelons and functions of our companies. Communications—more than ever before, in my opinion—must be worked at all day, every day, throughout the year.

Communications within a company, formal or informal, have two purposes. Whatever medium they take—memoranda, telephone calls, conferences, meetings, outings—the communicating is done to achieve efficient operations and maintain personnel morale. Actually the two are inseparable, for without one the other is missing. Today, the enlightened management broadcasts its policies and objectives, and in return wants communication from every level of the organization.

Our analyses at the American Institute of Management show that the well run company emphasizes communication. Take the National Cash Register Co. of Dayton, Ohio, for example. Its forceful president, Stanley Allyn, piles up tremendous mileage every year to all

parts of the company, keeping in personal touch with salesmen, factory employees, distributors, and customers — even calling on stores and offices where company products are being used. He conducts many of the company meetings of foremen and assistant foremen. And he writes a column for the company's weekly house organ.

NCR's employee relations are cemented with the usual practices in American industry: cafeterias, outings, pension plans, and the like. But like other alert organizations, this company goes further. For a minor example, every employee is called into conference with his department head each year on his birthday. It is made a personal occasion, the supervisor extending congratulations and encouraging him to bring up anything he may have on his mind. The company, besides building loyalty here, says it learns more from these conferences about employee reaction to company policies than from any other source.

In the preparation of a management audit of a company by the American Institute of Management, our staff analysts find it important to talk with personnel at all levels. Statistical records about earnings, production efficiencies, sales, etc., can be interpreted to give some measure of the management's quality. However, it is a flat, two-dimensional picture (possibly a very much distorted one, too) until the personal side of the organization can be examined. To evaluate the growth potential of a company, for example, our management analysts must know the understanding of and response to the company's plans and objectives at all personnel levels.

Many well managed organizations have special communication systems to insure this understanding and response. The management of Carrier Corp., the air-conditioning manufacturer, insists on what it calls its "two-way street" of information. Immediately following every monthly meeting of the board of directors, at which policy decisions are made, a second group meets. This is the "cabinet," made up of 163 company officers, division and department heads, and other key personnel. The cabinet is presented with every decision made by the board together with all the data furnished to the board for its decisions. (Some of the cabinet members, of course, have had a hand in compiling this information for the directors' meeting.) Cabinet members range over the board's decisions, with questions and debate often carrying sessions late into the night. But the meetings serve to inform all segments of management immediately and equally. They are enabled thereafter to fulfill company objectives knowing why, when, and how those objectives were set. Carrier goes further still. An "expanded cabinet," consisting of over 1,000 supervisory employees, meets at least twice a year to insure that plans and objectives are communicated even more widely among company personnel.

Operations of the Carrier Corp. are fairly localized, although the company employs over 6,500 people. Further complexities arise in some of our larger corporations from mergers, product diversification, and increased numbers of plants (to be nearer new sources of raw materials and developing markets), leading them to decentralize their management structure. From our audits of thousands of companies, we have found that decentralization must be accompanied by a proportional centralization of planning, a concomitant of which is interpretation and translation of company objectives into the languages of accounting, sales, production, etc., to unite the smaller units into the overall company effort. To be effective, the planning must be communicated. Communication requires that the planners know the people of every unit and make the effort to reach them.

(Continued on page 215)

How Executive's Secretary Can Be More Effective

JOHN GRAVES

President, National Assn. of State Auditors, Controllers & Treasurers. Controller, State of Alabama, Montgomery.

OFTEN A BUSINESS executive or a government official complains bitterly to his associates—and to all who will listen—that ever since the new girl took over as secretary, the snarls and snafus around the office have become an endless headache. If he is a government man, he will, most likely, damn the civil service system in round terms for its obvious failure to provide competent people. If the complainant is in private business, the blame probably will go to the personnel office or to the employment agency.

There are occasions, though this is not so well known, when a new girl at the secretary's desk marks the beginning of a period of golden efficiency around the office. Most of the little perplexities and emergencies which had become, truth is, rather routine, disappear. Even that morass known as the filing system assumes a semblance of orderliness. For the administrator or executive fortunate enough to have such an experience it is, of course, all coincidence that this should take place at the same time a new secretary arrives. Quite obviously the fact that the office now functions in a superior fashion is because of his superior grasp of the details of office management and is but a reflection of his own thinking on the subject.

The conclusion to be drawn, of course, is that a secretary with unusual perception, though new to a job, can become very effective and almost indispensable in an office without much assistance or cooperation from the man she works for. This kind of secretary is unfortunately only too hard to find, and too easily lost, to be considered as anything but exceptional. Most officials have to work with and rely upon secretaries who have many fine qualities but whose attainments do not run heavily toward the intuitive or clairvoyant.

For the administrator who would have his secretary work at peak effectiveness, it becomes a matter of first importance that a basis of common understanding be arrived at. The effectiveness of a secretary in most cases will depend directly upon how clearly this basis of understanding defines her responsibilities in relation to the usual secretarial duties and the needs of any single office. A good secretary with clearly defined duties can easily double both her own effectiveness and that of her superior. Where there is a lack of clear understanding, the efficient operation of the office will inevitably suffer.

Although no two secretaries ever have identical duties, it can be said in a general way that there are about ten categories under which most duties fall. These are: (1) planning the work, (2) taking dictation, (3) typing, (4) receiving callers, (5) using the telephone, (6) handling incoming mail, (7) handling outgoing correspondence, (8) assisting in the preparation of reports and memoranda, (9) preparing materials for meetings and conferences, (10) supervising the office and miscellaneous duties.

The respective priority of each of these duties can usually be decided by the secretary alone insofar as firm priorities are assignable. However, if for any reason the normal order of priorities must be set aside, any un-

certainty on the part of the secretary will be dispelled if the new or temporary order of priorities is clearly indicated.

Granting the central role played by the secretary in effective office operations, the success with which she fills this role depends very largely upon her ability to plan ahead. It is one of the chief characteristics of planning that it is more noticeable in its absence than in its presence. The office that is always trying to catch up—is caught up only in disorder—is the office where the future is not given its due and where each new development adds to the disorder.

Planning will go a long way in eliminating confusion around the office as courses of action are devised and necessary details arranged in anticipation of new developments. Good office planning requires that an executive and his secretary check with each other on schedule changes and other matters at frequent intervals. Adequate plans are not the product of idle moment dreaming but require careful attention for sound development. One of the best times to review plans is the first half-hour of each day. During this time any necessary changes can be made to meet whatever new requirements the day has brought. It is also good practice to confer briefly, at the end of each day, on schedule changes or revisions for the next day.

While a competent secretary thinks ahead and anticipates the work to be done in meeting the needs of her superior, the executive has a clear responsibility to make his objectives and programs clear so that the secretary does not plan from a basis of insufficient information. It must be emphasized that planning is a joint responsibility.

Another important aspect of a secretary's job, where the executive has a definite responsibility to make clear his position, is in regard to the handling of individuals who call at the office. A secretary who handles this problem effectively can save hours of time for her superior. The problem here may be more serious for the government official as he is expected by tradition, and forced by political expediency, to be always available to the public. It is the secretary's job to clear the way for those callers who have legitimate business to discuss and to fend off those who have not. The best, if not the only possible, policy is that the secretary regard every caller to be important no matter what his appearance may be or the apparent nature of his business. But the secretary in a tactful manner must get the kind of information she needs from each caller to decide whether or not he gets beyond the outer gate. This decision is not made easier for the secretary if her boss is secretive about the important people he expects to call or sets no general policy as to the kinds of people he will or will not see.

In the rounding out of a mutual basis of understanding between a secretary and her superior, one final point might be made. There are many important aspects of a secretarial job but in many offices none is more important than the way incoming mail is handled. A simple yet adequate system must be devised which insures that mail is handled quickly and efficiently. Maybe where the volume of mail is small, the secretary can meet this problem without conferring with her chief. Otherwise it may be helpful to have general guide lines laid down. Mail normally can be sorted into about four classifications: (1) important mail requiring immediate attention, (2) routine mail, (3) mail to be rerouted to others, and (4) mail of little or no importance. Certainly the executive and the secretary must be in agreement as to how each type of mail is to be handled. Also there should be agreement on how mail will be handled when the executive is out of the office several days. The executive gains freedom for more vital matters if he relies on his secretary to draft routine letters for his signature.

A Plea for Improved Interdepartmental Relations

G. W. HOWARD AHL

President, National Assn. of Purchasing Agents.
Philip Morris & Co. Ltd., Inc., New York.

TECHNOLOGICALLY, we have come a long, long way since the birth of Christ. Yet, in the almost 2,000 years since the humble Carpenter from Galilee preached the doctrine of, "Peace on earth, good will toward men," we have made slight progress in forming a universal brotherhood. To be sure, we give a great deal of lip service, but such a motion hardly stirs a ripple in our consciousness. Of what value is the perfection of vast and complicated automation to solve and carry tremendous workloads and establish high standards of living, if human relations have fallen by the wayside?

It is only in the last decade that the business world has become concerned with the steady drift toward the impersonal and has tried seriously to stem the tide. Undoubtedly the motivating force is that of competition, but at any rate, the Golden Rule has been dusted off and dressed up in the prevailing business philosophy of public relations. Public relations is nothing more than an awareness of others, of being part of the other person's hopes and fears, likes and dislikes, his realities and his dreams.

So far, public relations has been directed primarily toward activities outside of the company. However, the premise that public relations is a long-term management function aimed at building and maintaining a sound foundation on which future sales depend, is incomplete unless it embraces the establishment of proper policies and actions within the company itself. It is interesting to note that many companies spend millions of dollars advertising their products and millions more building and training sales personnel in carrying out their phase of public relations. It is discouraging to note that not one cent is allocated to creating in the other departments of these companies an awareness of their responsibilities and obligations to the business community.

One of the cardinal rules of purchasing is to develop and maintain good buyer-seller relationships; to create an atmosphere of good will with suppliers. The proven benefits of a good public relations program also can be obtained within the company. The same friendliness, fairness, courtesy and consideration which are extended to salesmen have as many important and far-reaching effects if applied to interdepartmental relations.

In today's complex business management it has been necessary to direct all available time and effort to solving the many problems of organization and administration within each department. However, the results of this evolution have proven that the specialized talents so created can contribute valuable advice to other departments. To build an appreciation of the true import of a department in its relation to management, careful attention must be given to the overall picture of administration. Management is primarily interested in the proper functioning of every department, considering each in itself essential to the whole.

It remains merely a matter of degree as to how far a department head should go in entering into those problems which may, on the surface, seem of little concern to the running of his depart-

ment. Through lack of understanding he may be apt to ignore these situations entirely by saying that they do not concern him and that they are outside of his jurisdiction. It is far too easy to hide within a shell of self-sufficiency, to be concerned only with the problems within one department and to be too busy to take recognition of the problems encountered by surrounding departments. I do not mean to imply that one should do the work of any other department but his own. But a sincere effort to project oneself beyond the so-called mechanics of departmental specialization would develop an understanding of the many problems which face the heads of other departments.

It will be found that a good many problems which have assumed major proportions over the years are merely minor irritations of policy or procedure or personality. Their solution would help to restore a more pleasant working arrangement.

In striving for a mutually satisfactory relationship it may be difficult to dispel the thought that one is attempting to tell other departments how to operate. In discussing individual problems it will be found that a certain amount of give and take is necessary and that it will require a certain amount of tact not to step on the other person's toes. If a real and sincere interest is evidenced, it will not be too difficult to convince others of the desirability of interdepartmental harmony.

Our Heritage Will Help Us to Face the Future

C. HERBERT BRADSHAW
President, National Assn. of Credit Men.
Bausch & Lomb Optical Co., Rochester, N. Y.

THE SIGNIFICANCE of credit and dynamic credit management is apparent today when we consider the nature and function of credit itself, and the magnitude and complexity of our modern economy. Credit is not simply a means or method of transacting business. It encompasses far more than that. The granting of credit is an affirmation of faith, an assurance of trust, and an expression of man's confidence in man. It's a kind of catalytic agent in the chemistry of our economy which makes it function. Credit is something to be earned, like a fine reputation, and cherished like a good wife. Daniel Webster said, "Credit has done a thousand times more for mankind than all the gold mines in the world." The very word is used in a laudatory sense. We say, "Give him credit;" "Give credit where credit is due;" "He was a credit to his country." The whole economy of this nation rests upon the solid foundation of credit and its future depends, in no small measure, upon the skill and good judgment which credit men and women everywhere bring to their day-to-day tasks.

If we are in a dilemma today, bedevilled by the problems of war, espionage, traitors, mounting national debt, confiscatory taxation and inflation; think what the Colonists faced back in 1775. When the British Redcoats clashed with the Minute Men at Lexington at dawn on April 17, 1775, and marched on to Concord; the Colonists had no supplies of arms, no equipment, no ammunition, no money, and no credit! The Continental Congress was an emergency body with little authority

and no compelling power to levy or collect taxes. It couldn't commandeer property nor borrow funds from its citizens. There was no common currency and no banks that could extend credit.

The Continental Congress authorized the issuance of $2 million in paper money with no security behind it except the questionable pledge of 12 of the 13 colonies. By 1779, there were forty issues of paper money for a total of $191,500,000. The states were issuing their own paper money and, because of depreciation, barter became common in 1780. The Continental Congress enacted legislation to allow the states to collect taxes to redeem their outstanding paper currency at 40 paper dollars to one silver dollar. Eventually $120 million of Continental paper was retired while the remainder depreciated to the vanishing point. About six million was turned in under the Funding Act of 1790 at the rate of 100 to 1. The balance was lost, destroyed or kept as souvenirs. "Not worth a Continental," remains a term for utter worthlessness.

But the Colonies won their independence from the most powerful nation on earth and secured for us our priceless heritage. We can understand what George Washington meant when he said in 1790, "The value of liberty was enhanced by the difficulty of its attainment."

It is a relatively short time, in the life of our world, since this republic was founded; yet there is nothing in recorded history to compare with our swift and spectacular development. Today we have every device for our security, comfort and pleasure. Our lives have lost the grimness of the old struggle for survival. Drudgery and back-breaking toil are largely a thing of the past. Fifty years ago, over 60% of our people were engaged in producing our basic food requirements. Today, only about 14% are so engaged.

When one travels throughout this great country of ours, he realizes two great facts: the unity of our people and the limitless possibilities of the future. Whatever his racial characteristics, his religious convictions, his political bent, or the part of the country in which he lives; every American has a common heritage rooted in freedom.

We face as crucial a test today, of our devotion and dedication to the ideals of democracy, as did any generation preceding us. Our test today has added significance because we have won a position of world leadership. We are the hope of free men everywhere and of the countless thousands who were once free. Do we still "hold these truths to be self-evident?"

We must not allow ourselves to assume the attitude which presupposes that, because the problems we face are of vast magnitude, the individual can do little about them. The very cornerstone of our democratic faith is the obligation and duty of the individual citizen to support and maintain those basic principles which guarantee our security as free men and women. We must be willing to recognize our weaknesses as well as our strength; those areas of danger, or soft spots, which our enemies always exploit with consummate skill.

The productive capacity of these United States today is the great deterrent to all out aggression by Communist conspirators. In 1953, some three million concerns in this country produced finished products from raw materials and distributed them to the tune of $375 billion. Over 95% of this was on open credit terms of sale. Every business day of the year, an average of $14 million in bank checks are cashed. What a tremendous part the credit fraternity plays in helping our nation function smoothly.

No segment of our people are better qualified through experience, background and training, to properly evaluate the great issues of our day. We are trained to be realists, to look facts in the face. One cannot afford to do any

wishful thinking when analyzing a balance sheet. I believe we are more keenly aware than most of the dangers which threaten the stability of our economy and our way of life. Our association has come from a very humble beginning to a position of great influence and authority in the nation's economic life. We have the obligation to do everything in our power to further develop and extend our many services, not only to enhance our prestige but to contribute, individually and collectively, to the security of our nation and the enrichment of its community life.

Redesigned Bid Form Reduces State's Paperwork

C. L. MAGNUSON

President, National Institute of Governmental Purchasing. Supervisor of Purchases, Dept. of Finance & Control, Purchasing Div., State of Connecticut, Hartford

THE PURCHASE of the thousands of commodities involved in the operation of the many agencies of a State has always been an intricate and involved problem, more especially since, in accordance with established statutes, virtually every item must be procured through the process of competitive bid.

The Purchasing Division of the State of Connecticut issues an average of 3500 bid invitations per year, involving many tens of thousands of items. When this figure is multiplied by the amount of clerical work involved in processing each bid from initial preparation to ultimate completion in an award, it becomes quite obvious that the clerical workload is of tremendous proportions. With State agencies constantly widening and expanding their scopes of operations, with State medical institutions caring for progressively larger numbers of patients, and with State schools and colleges accommodating greater numbers of students each year; the paperwork problem, so far as our procedures for procurement are concerned, threatened to become serious if remedial steps were not taken at once. We were aware that the nation's clerical work force had grown 64% in less than 15 years. We, too, were obliged to increase our staff because of expanding workload. However, we were becoming increasingly convinced that a great deal of the answer to our problems could be found in the direction of cutting down and improving our processes for handling paperwork, rather than in enlarging the clerical staff. It was in this area, therefore, that we began our program.

An analysis of our procedures indicated that one of the major problems, and one which took the greatest number of clerical manhours, involved the tabulation of bids. This operation is a vital and necessary part of procurement procedure and takes place immediately after bids are opened. All bidders' quotations on each item, together with description, applicable data and specifications for each item, as well as identification of each individual bidder, must be gathered together onto one tabulating sheet so that all competing bids may be examined and compared with each other relative to deciding which of the bidders is awarded the contract.

It developed that the method used was lengthy and involved. Prices on commodities, in many cases running to hundreds of separate items per bid,

FORM SP-5 (Rev. 5-54)

BID INVITATION AND PROPOSAL
(OPEN MARKET PURCHASE)

STATE OF CONNECTICUT
DEPARTMENT OF FINANCE AND CONTROL
SUPERVISOR OF PURCHASES
70 ARCH ST., HARTFORD, CONN.

BID NO. 545-2-1472

ISSUED: Dec. 9, 1954

PAGE: 1 of 1 Pages

Sealed bids, subject to the conditions set forth herein, will be received by the Supervisor until the time and date set forth below. In compliance with all of the conditions hereof, the Bidder, whose name appears hereon, offers and agrees to furnish and deliver to destination all of the commodities and/or services against which prices are quoted.

DATE OF BID OPENING: December 21, 1954 TIME: 10:00 A.M. EST.

SUPERVISOR OF PURCHASES

GROUP NO. 7532 - Envelopes

FOR: Commission on Chronicall Ill, Aged & Infirm
Woodruff Center, 611 George St., New Haven, Conn

DESTINATION F.O.B. as above DELIVERY REQUIRED On or before Jan.1, 1955

(Bidder to supply information requested below)

BID NO.

DATE SUBMITTED

DELIVERY _____ days after receipt of order

TERMS: CASH DISCOUNT _____ % 30 Days
NET CASH _____ Days

BIDDER:

Address

Town State

Signature and Title

ITEM NO.	DESCRIPTION OF COMMODITIES AND/OR SERVICES	QUANTITY	UNIT	UNIT PRICE	TOTAL PRICE
1.	Official #10 Envelope, Sub. 24, white wove B.P. #155 blue Corner card to read as follows: Seal: Woodruff Center 611 George Street, New Haven, Conn.	5	M		
				TOTAL AMT. OF BID	

RETURN TO SUPERVISOR OF PURCHASES

Connecticut's improved bid form is a preprinted spirit master. The column at right is strip carbon coated so that bidder makes an original, and a carbon copy on a detachable foldover tab, when he writes his bid.

were being transcribed in writing from the original copies of the bids to special tabulating sheets. All the data, specifications and other pertinent material dealing with each item had to be typed into the tabulation sheet to identify each item. Identifying data listing each bidder also had to be entered. Altogether, the tabulating procedure involved hundreds of manhours of clerical time. This was further complicated by time spent in proofreading and checking, to reduce to a minimum the margin of error in transcribing the data. The job took a minimum of two clerks, one to read and the other to check the work.

In approaching this problem it was decided at the outset that, instead of seeking the means for simplifying or improving this procedure, we would explore every possibility for eliminating it in its entirety. If that were not possible, we would reduce it to a purely mechanical operation. That we succeeded is gratifying, but more interesting is the utter simplicity of the solution when examined in retrospect. It appeared a great deal more complicated when we began to cope with it. Actually, the solution can be summed up in the words "let the bidders do their own paperwork." That, generally speaking, is the basic idea on which the new procedure was founded. There was nothing particularly new in the idea. It has been used many times in other applications, the most familiar of which was the practice of motor vehicle departments in many states having operators fill in their own licenses which were subsequently validated and returned to them, thereby saving thousands of manhours of clerical time which would have been involved in having the State do this little job for them. Many other organizations in government, as well as in business and industry, employed similar plans. Our primary problem, to employ this idea to our own advantage, was to furnish the means by which our vendors could help us eliminate this paperwork load, and yet be put to no additional trouble themselves in the process.

The ultimate answer was found in adding a 2½″-wide strip of paper to our bid form, at the right-hand margin. The strip is perforated vertically so that it can be easily detached. A matching vertical strip of spot-carbon is applied to the back of the bid form. By simply folding the perforated tab under the bid form, a carbon copy can be obtained of all the material typed or written in this 2½″ vertical area. At the top, right-hand corner of the bid form, provision is made for the data which identifies the bidder. The 2½″-wide area below the identification is reserved exclusively to entering prices for each item on the bid which appears to the left. (See form on page 79.)

Bids are prepared by typing the description, applicable specifications, etc., of each item on a printed spirit master and are run through Ditto equipment on blank duplicating paper 11″ wide (including the 2½″ tab) and 11″ high. The tab folds under, making it standard 8½″x11″ size. The same master is used to prepare a tabulating sheet, also blank paper, 8½″x25½″ in size. The entire listing of commodities, exactly as they are listed on each bid, are duplicated on the tabulating sheet, except that it is placed on the extreme left of the wider sheet, leaving 17″ of blank space to the right of the listing of items. When bids prepared on the new forms are opened, the lengthy and involved procedure previously used for tabulating is reduced to a simple mechanical operation. The tabs, each of which has a carbon copy of each bidder's identification at the top and prices below, are quickly pasted on the tabulating sheet. Each strip lines up and matches exactly with the list of items on the tabulating sheet, since it was made from the same master. There is absolutely no possibility for transcription errors since each strip is a carbon copy of the bidder's own figures that he used in making up his bid.

Clerical tabulation and transcription time was completely eliminated. Proofreading is no longer required. Of course, original copies of the bids are available for checking, should the need arise. The new open market bid forms also provide 2½ times more working space for insertion of items than the old form. In addition, a proposal sheet, used with the old procedure, has been completely eliminated. This reduction in number, coupled with the use of lighter weight paper throughout, has substantially reduced postage costs.

In all, the new method will definitely save many thousands of manhours of clerical time and establish a far more rapid and efficient procedure for bid tabulation which in turn will materially expedite the awarding of contracts at an accelerated rate. The only requirement from our bidders with the new form is that, in making up their bids, they make sure that the little tab is folded under the bid form when they enter their prices.

The Next Era Will Be The Age of Accounting

MAURICE H. STANS, CPA
President, American Institute of Accountants.
Senior Partner, Alexander Grant & Co., Chicago

DURING THE LAST fifty years we have seen amazing developments—the automobile, the airplane, synthetic chemistry, plastics, wonder drugs, scientific farming, hybrid breeding, refrigeration, radio, television, electronics, and nuclear physics. Meanwhile, there have been three great economic movements of the 20th century:

1. Great industrial expansion, with widespread ownership and greater demands on accounting for financial control and for reporting.
2. Mass production with great emphasis on cost accounting and efficiency.
3. Increasing government influence in the affairs of business, through taxation and regulation.

In this same period, accountancy has experienced a phenomenal development. The number of certified public accountants in the United States grew from 243 at the turn of the century to more than 50,000 today. Accountants, altogether, above the ranks of bookkeepers, grew from a few thousand in 1900 to hundreds of thousands today. There have developed the specialties and subsidiary arts of cost accounting, internal auditing, budgeting, systems, controllership in all its phases, and ultimately management by accounting.

The existence in our short lifetime of this scientific progress, economic advancement and accounting development was not mere coincidence. They were parallel and interdependent—and they have been so effective that in five decades they have halved hours of labor and advanced tenfold our standard of living. In short, the gains we have experienced in the past half-century have been due to two quiet revolutions—a scientific revolution by the intensive development of research, and a managerial revolution by the tremendous expansion of the accounting arts.

The future promises continued rapid development. Who would venture to name the limits of scientific surprises to follow the harnessing of the atom to produce electric power or the creation of electric computers that do a year's

(Continued on page 216)

Office Needs More Complex Computers Than Does Science

A. S. HOUSEHOLDER
President, Assn. for Computing Machinery.
Oak Ridge National Laboratory, Oak Ridge, Tenn.

BY A SOMEWHAT paradoxical turn of events, the programmed electronic computer has, to date, found its sphere of greatest usefulness in the scientific laboratory. Only gradually are they finding their way into the offices of the actuary and the businessman.

The case is paradoxical on at least two counts. To begin with, the adding machine was developed for commercial purposes (Pascal designed the first one to lighten the labors of his father, a tax collector), and punched card machines were developed for analyzing the data from the American census (Hollerith, the inventor, had estimated that it would have taken until 1910 to analyze the results of the 1890 census). It was the astronomers, first in England and then in this country, who, among scientists discovered the usefulness of the Hollerith machines for their computations.

There is also another aspect. Though publicized as electronic brains they are, in fact, extremely simple-minded, being endowed with no faculties other than a limited memory and the ability to perform the most elementary arithmetic and logical operations. How, then, should they cope with the mathematical complexities of contemporary scientific endeavor?

Obviously the answer must be that even complex mathematical operations are compounded from these elementary arithmetic and logical operations, and this is in fact the case. Sometimes the compounds include infinite sequences, but then these can generally be sufficiently well approximated by finite sequences. The mathematical computations most commonly required reduce to long sequences these elementary operations, frequently cycles of operations repeated many times, performed upon a limited number of primary data and yielding a limited number of numbers as the significant output. Thus the long sequences utilize, in fact demand, high speeds if the results are to be had in a reasonable time. But repeated cycles need only a single programming however many repetitions are required of the machine. Hence, because of the limited number of primary data and final results, relatively slow input-output facilities and limited internal storage capacity will often suffice. Not all scientific computations are of this sort, but many are.

By contrast, in the office there are typically vast quantities of data upon which a relatively small number of operations are to be performed. Often enough the quantity of numbers required as output is not substantially less than the number of input data. Input and output facilities must therefore operate at speeds comparable to that of the computer itself. Frequently the operations to be performed upon each datum or small group of data, although few in number, are to be selected on the basis of a possibly complicated criterion from a large list of possible alternatives. This makes for difficulties in programming, and for a long program, which necessitates a correspondingly voluminous storage capacity. Finally, the mere mechanical transcription of the date from the original record to a

(Continued on page 138)

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Why the "Automatic Office" Is Still Some Years Off

CHARLES G. CHASE

President, Systems & Procedures Assn. of America. Harshaw Chemical Co., Cleveland.

DURING THE PAST YEAR, the topic of electronics has held the business public in its hypnotic grasp. Not unrelated, and certainly equal in its fascination, is that subject which has come to be known as "integrated data processing." Both of these subjects merit consideration. Both are of far-reaching significance. Neither is a panacea for all business ills. For this reason it appears desirable to take an unbiased look at what has happened in these fields and to project the year's progress into the future.

When electronic data processors first came into the public eye, the world was startled by the fantastic speed with which they could solve hitherto insoluble problems. Farseeing businessmen began at once to envision the application of these machines. They began to picture their offices occupied by little, or big, black boxes; instead of people with their colds, complaints and demands. The scientists and mathematicians who developed the machines viewed with alarm the overenthusiastic reception accorded their devices. They were the first to recognize, as indeed they should have been, the wide disparity between business data processing and scientific computation.

The inventors realized that, whereas computors were then capable of performing a large number of complex arithmetic operations on a limited amount of data, they were unable to cope with the enormous volume of relatively simple operations required in business data processing. They deplored the disparity between the internal speed of the calculator and its ability to accept data and print out results. Naturally they set about immediately to rectify the situation. The results of their efforts have become apparent during the past year. There are now available various input devices capable of accepting digestible data at speeds which are at least not embarrassingly slower than the internal speed of their computing equipment. There are printers which spew out results so fast that the principal difficulty is to move the paper past the printing head at sufficient speed.

But note above the words *digestible data.* Electronic machines still have very finicky appetites. They can digest data only when it is in an acceptable form. They cannot take an order on the telephone. They cannot read handwriting. They cannot accept verbal instructions. So at least one transcription is necessary to transform source data into something the machine can understand. Recognizing this fact (it cannot, in the present state of the art, be called a shortcoming), a group of systems men saw the desirability of creating this digestible medium as early as possible in the business process. Out of this vision came integrated data processing.

Here, then, are all the elements of the "automatic office." Yet even the most progressive organizations are almost as far from this millenium as they were five years ago. Why? It might be well to examine one superficial reason and one underlying cause. One reason why the advance toward office automation is so slow is because American business has huge amounts of capital invested in equipment which at best

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may be said to be obsolescent. Of more fundamental significance is the fact that equipment manufacturers have equally large sums invested in research, patents and tooling for these same obsolescent machines. Naturally, both are reluctant to write off these investments. Business would take the plunge if manufacturers would lead the way. This they apparently have been reluctant to do—at least in areas which might conflict with existing products.

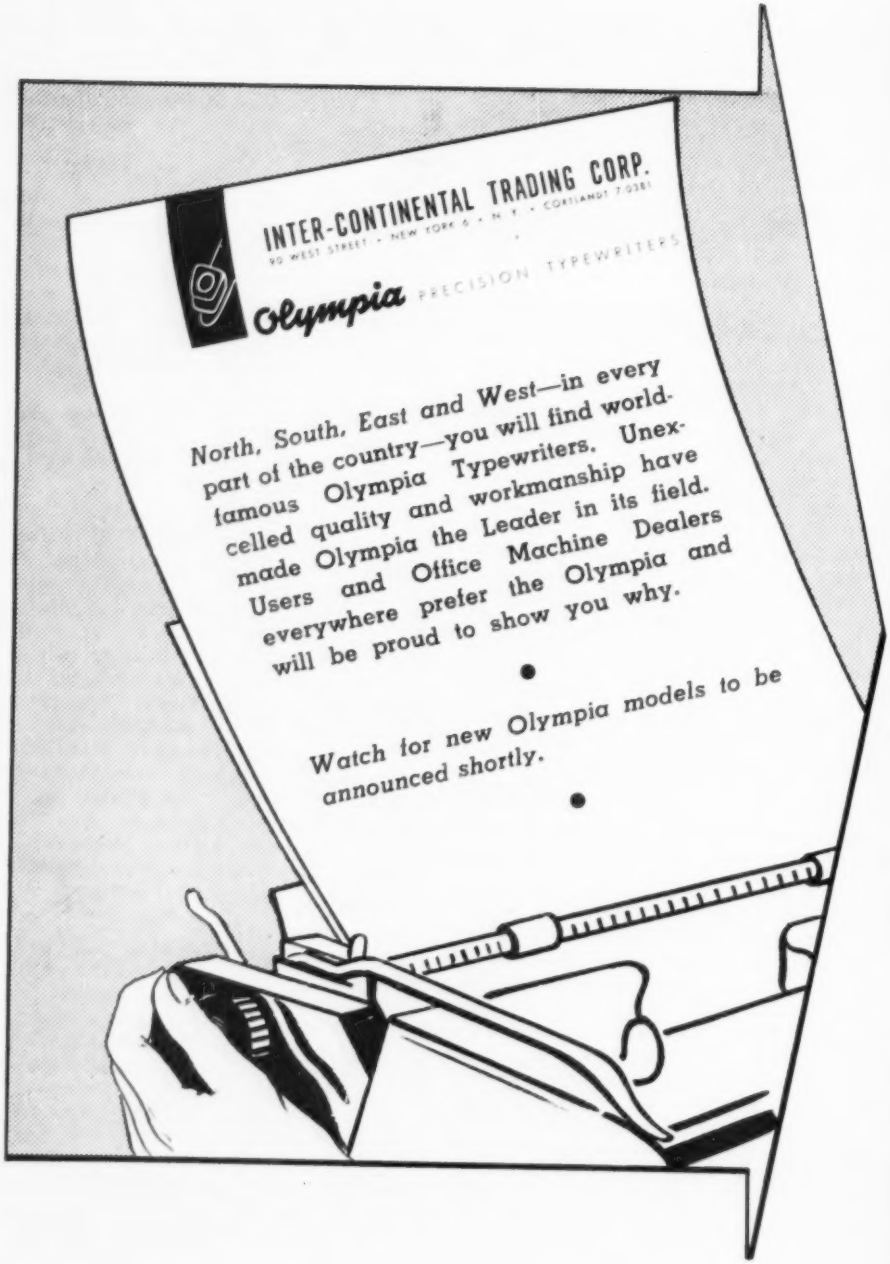
As a result, the seekers after a common language were forced to settle for the archaic medium known as the five-channel punched tape. This decision was thrust upon them, not because better media did not exist but, because five-channel tape was the only generally available means of transmitting data automatically over wire communication networks. Then came the problem of integrating this pedestrian medium with other machines—machines which were themselves more versatile than the tape which was to instruct them. The result is a family of machines with punches and readers protruding from their sides like bunions. Nothing fundamentally new. Nothing living up to the promise held out by electronics. In fact, some electronic manufacturers were driven to the absurd expedient of building machines which would translate five-channel tape into the more sophisticated language understood by their machines.

Here is one reason why the automatic office is so far in the future. One underlying cause is that businessmen in general have failed to accept the concept so aptly stated by Dr. Bowden in his book *Faster Than Thought*. He writes, ". . . . these machines will offer to management the opportunity of completely revising office procedures. There are some computations which can be taken over in their present form and done by machines exactly as they are now done by clerks, but the machines will come into their own when office work has been redesigned to suit and to exploit the proposed machines. The organization of most offices has grown up piecemeal over a period of years and the form which it takes has been dictated by the available machinery. . . . The whole structure of the office and its operations must now be considered from first principles."

While it is not within the scope of this article to expand at length on Dr. Bowden's thesis, the high speed printers mentioned earlier bring to mind the danger of violating one such first principle, that of simplicity. Simplicity is a principle of war. It should also be a principle of business. To keep business simple, the objective of electronic planners should not be the production of more data faster. The executive stomach is unable to digest all the garbage it is getting from business machines now. Why tax it with more?

To do so would be to overlook the one characteristic of electronic machines which takes them out of the class of supersonic calculators and makes them unique. This characteristic is their ability to discriminate on the basis of given criteria. Formerly, discrimination, even about minutia, was a management chore. Now, with electronic data processors, much of the drudgery can be performed by the machine. Machines will reduce the data to the bare (but not necessarily simple) essentials upon which management decisions may be made. They should produce fewer data, not more. These complex devices should be used to simplify the business process.

It is not unreasonable to look forward to the time when most routine clerical operations will be performed at night by machines; when data covering the days operations will be transmitted to a central point at the close of business; when these data will be processed, virtually without human intervention, during the night; and when, at the start of business the following day, management will have current operating data analyzed, evaluated and compiled in a manner which best lends itself to that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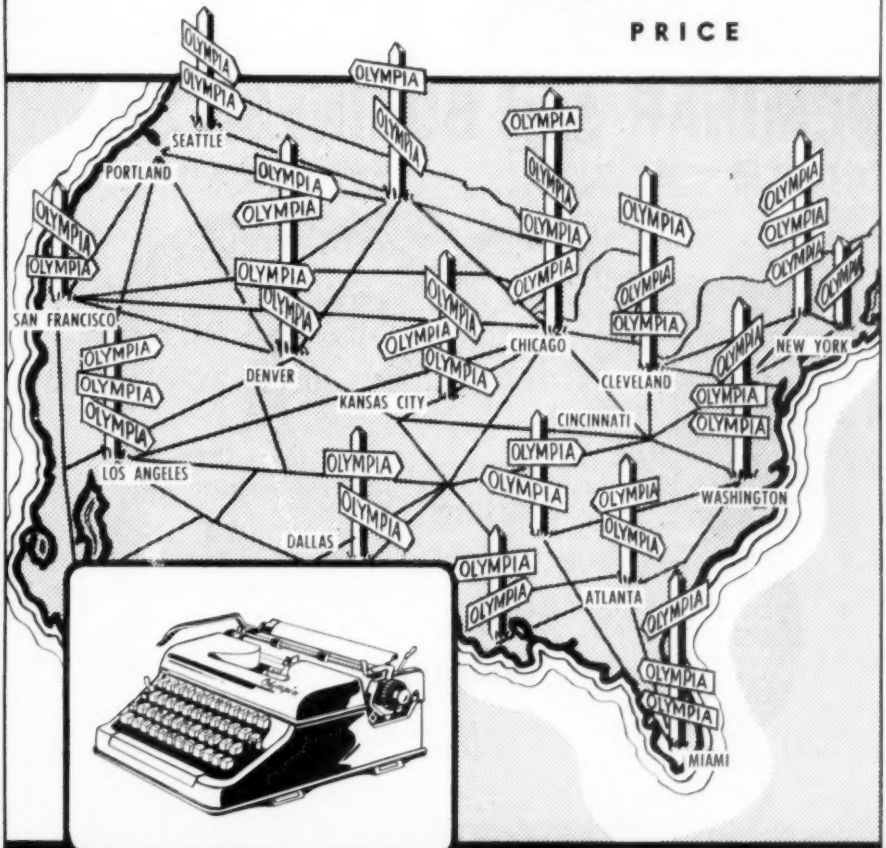

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What will happen to the clerical labor force should much of its burden be shifted to electronic devices? It has been alleged that this "office revolution" may be likened to the industrial revolution of a century ago. At that time workers displaced by machines were in demand to produce the machines which displaced them. The parallel is not a good one, however, since all of the machines involved in the industrial revolution were producing salable goods or adding economic value to such goods. Today, the electronic machines under discussion produce nothing of economic value because the data they process are of value only to the producer.

This being the case, what then happens to the clerical workers? They will be present to accept orders, read handwriting, answer telephones and deal with exceptions. People still will be needed to prepare data for machining, and to deal with the finished product. However, since the processing of data will be automatic, many of these people will be needed only long enough to feed the machine its quota of work. After that they will be free. Free to enjoy themselves. Free to engage in cultural pursuits. Free to travel, to study, to create, to do things that the exigencies of time and money have heretofore placed beyond their reach.

It is easy to envision a 30 or even a 20-hour work week for office workers in the foreseeable future. Even more enticing is the possibility of making available, at no sacrifice in earnings, large blocks of leisure time which could be devoted to the ameliorating influence of cultural activity wherein lies the real hope for progress.

Railroads Standardizing Paperwork for Automation

WALTER N. NORRIS

President, Railway Systems & Procedures Assn.
General Auditor, Great Northern Railway Co., St. Paul, Minn.

THE RAILWAY INDUSTRY is unique in that it consists for the most part of many individual companies and separate operations, all serving the public as a unit. One may ride as a passenger, or ship freight or express, from coast to coast and to Canada or Mexico. The transportation may require the services of as many as half a dozen or more railroads, each operating as an individual unit but, in effect, functioning as a single unit insofar as the shipper or traveler is concerned.

Railways generally are organized along these functional lines: executive, operating, traffic, accounting and finance, law, and purchasing. Each of these general divisions frequently are subdivided and re-subdivided many times to provide efficient and economical transportation. Therefore, the nature of the railways' operation and their organization results in a most complex and complicated procedure of paperwork, both as between departments and between carriers.

The Railway Systems & Procedures Assn. was established less than three years ago out of necessity. There was no existing organization or effective means of communication between the various departments within a railway or between the various companies per-

taining to the special work of information handling or data processing. RSPA therefore is unique in that it duplicates the efforts of no existing associations or organizations.

One of the first things advocated by RSPA was the adoption of a standard format for the reports and paperwork necessary to be interchanged between railways. (Cars, car repair parts, width of rail, couplers, etc., have long been standardized in the railway industry). Such standardized format must, of course, be adaptable to machines and machine language.

Railway managements are increasing their demands for quicker and less expensive reports both as a result of operations and to control them. RSPA is endeavoring to assist railway managements in obtaining the information faster and less expensively.

Railways are extensive users of office machines and equipment of almost every kind and description, and it is obvious that they will continue to require many and varied types of equipment. On most of the large railways today there is an increased demand for the adoption of greater automation to produce information faster. Ideas are being progressed and information is being disseminated by RSPA looking toward that end. We are cooperating with all existing groups, both within and without the industry, so that changes either toward greater mechanization or more complete automation may be effected without too great an impact upon the management of the railways, the employees, or the public. This has resulted in a challenge both in electronic as well as human engineering.

I am confident that the reader will realize that the railways are not declining or decadent, but are continuing as a dominant service industry providing the public with the most dependable and economical transportation on a mass basis, and utilizing the most modern methods in business procedures.

Applying Common Sense To Office Operations

VINCENT C. A. BITTER

Chairman, Controllers Congress, National Retail Dry Goods Assn. Executive Vice President and Controller, Peck & Peck, New York.

THE PESSIMIST views today's scientific thinking as the final obliteration of man from the face of the earth. On the other hand, the optimist sees today's discoveries as advances to add to our pleasure, comfort and joy of living. Not being either an extreme optimist or an extreme pessimist, I am convinced that at some point the common sense of man will exert itself and all those things that we may fear will ultimately turn to man's advantage. The conduct of any business is to achieve a specific goal. There may be many such goals: spiritual, philanthropic or monetary. Regardless of which it is, there should be the desire to achieve it in the most economical and efficient manner.

Since business aims are usually monetary, let us consider that phase. For each type of business there are different specific problems. However, there are basic fundamentals connected with each. I would like to touch on the clerical operations, the one phase that will affect all. In the October 1954 issue of THE OFFICE, there is a statement from the Department of Labor to the effect that in April 1954 nearly 8

(Continued on page 203)

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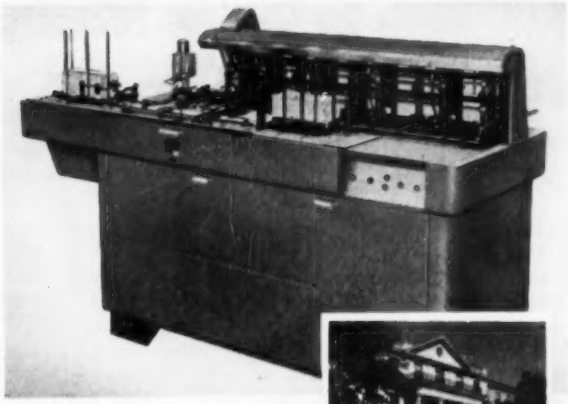

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Some Future Trends In Office Management

FRANK L. ROWLAND

Managing Director, Life Office Management Assn., New York.

THE EXTENSIVE development of the art and science of office management since World War II makes it an easy task to prophesy future trends. In brief, we will continue to develop the activities we are presently engaged in, but more intensively and at an increased tempo.

Certainly, developments in office machinery, particularly in electronics, will play an increasingly important part in the life of office managers. The implications will be widespread, having a bearing not only upon stepped-up production, but upon organization structure, job training and employee morale.

Increased emphasis will be placed on organization studies to determine what is the ideal organization structure, what changes must be made to attain it, time allowance, availability of qualified personnel to man the major and minor divisions, and selection of understudies.

We should make progress, perhaps with the assistance of the psychologist, in improving our technique of selecting office supervisors. In the main, we are still following the traditional procedure of emphasizing length of service and technical understanding of the job. When we learn how to detect potential leadership qualities in candidates for promotion, we will have solved one of the most difficult problems in office administration.

I believe emphasis in the field of supervisory and executive training will be away from the formal plans, in favor of creating a business atmosphere which will permit and encourage the ambitious and gifted workers to train themselves. I have grave doubts that we can train men in management skills. People develop skills by observing the experts and by constant practice. Opportunities for both must be afforded.

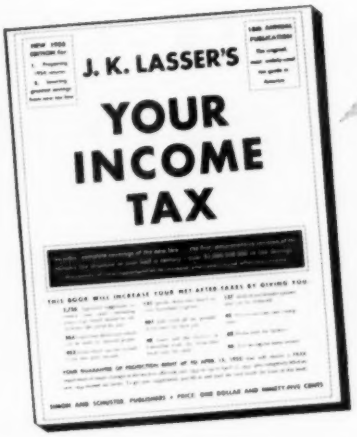
To an increasing degree, our managements will become aware of the wisdom of providing adequate staff facilities to help promote more effective office administration. I refer to research talent and technicians to advise and assist operating supervisors.

The position of the office methods man will become that of the office engineer, comparable to the industrial engineer in the factory. Large offices will have office engineering departments responsible for selection and adaptation of machinery to production, scheduling of work, and conducting research. I hope our universities will envision this trend and offer appropriate courses for the men who will be needed.

I believe we will re-examine the supposed cost advantages of highly specialized repetitive tasks to determine more accurately the point of diminishing returns. We may find that job enlargement, an antidote to the deadening monotony of simple repetitive work, will pay off in lower unit cost.

Production standards for incentive pay will be restricted to those jobs of a highly repetitive nature. The principle of group work measurement will be adopted for the balance of the organization.

Increased emphasis will be placed on motivation of the office supervisor and a more equitable evaluation of his per-



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There will be developed equitable standards for the appraisal of supervisors and department heads and their compensation will reflect their relative performance.

Increased attention will be given to training in fast reading for clerical workers and adequate tests will be devised which will enable us to screen out applicants with substandard reading ability.

More industries will organize for the development of institutional educational courses along the lines of the work being done by public utilities, banks and in the insurance business. As a medium for the development of personnel, these courses have proven most effective.

All Out War Declared On Internal Bank Fraud

ROBERT H. SHEPLER

President, National Assn. of Bank Auditors & Comptrollers. Vice President and Cashier, Denver National Bank.

THE EXPRESSION "all out war," was created during the days of World War II. What it meant in a broader aspect was that all the facilities of industry, government and the resources of this country, were to be pledged and devoted to the war effort and the defeat of the enemy. Nothing was to be devoted to any other use. Why? Because a great emergency had arisen which threatened our very existence.

Today, within the business world, an emergency has arisen which could threaten its existence. This is the internal fraud. The number of individual cases has steadily risen until, at least in the banking industry, it has become a matter of grave concern to all thinking individuals and groups within the industry.

The major purpose of the National Assn. of Bank Auditors & Comptrollers was firmly established at its conception in 1924. This purpose, in brief, was that the association should dedicate its every facility to one main objective—safer banks. Through the years of its existence, this dedication of facilities has never waivered. Leader after leader has kept before him the everpresent objective—safer banks. It is not my intention to lose sight of this objective, but to stress every effort toward its achievement.

Most bank employees and officers are honest, but sometimes strange and unaccountable influences affect their integrity. When this occurs here or there throughout the country, it may appear as a seemingly unimportant event of a "little or small person." However, by repetition it is magnified and it be-

(Continued on page 202)

Internal Auditors' Target Is Maximum Profits

HENRY B. DAVIDSON

President, Institute of Internal Auditors. Auditor, American Trust Co., San Francisco.

AT THIS TIME, the Institute of Internal Auditors is keeping its sights trained on "Internal Auditing For Profit," our theme for the current year. We use the word "profit" in a broad sense to mean benefit, advancement and improvement, as well as the excess of returns over expenditures.

The profit motive has always been accepted as a basic principle in our dynamic, competitive economy. While it is not the only motive to inspire businessmen to great accomplishment, it is the most powerful and significant of all incentives. Many outstanding business leaders have frankly stated that the primary motive of business is to make a profit. Since total business success is chiefly measured by profits, and since the rewards earned by individuals are usually dependent on profitable operations, it is no wonder that management is constantly searching for ways and means of (1) increasing the sales of goods and services that yield a satisfactory profit, and (2) reducing costs, expenses and losses. It is in this second area that systems men, accountants and auditors have the greatest opportunity to be of assistance by always being on the alert for ideas that may result in more efficient operations. It is a self-evident truth that efficiency does generate profits.

The Institute of Internal Auditors has published a statement outlining the responsibilities of the internal auditor. In this statement, it is pointed out that the overall objective of internal auditing is to help management achieve the most efficient administration of operations.

In recent years, the concepts of internal auditing have undergone a substantial change. There was a time when this activity was restricted to accounting and financial matters and, within these areas, the auditor spent his entire time verifying data and satisfying himself that authorized methods and procedures were being followed. In those days, his thoughts were largely concentrated on the detection of fraud and error. Gradually the auditor's sphere of movement has widened, so that today many auditors also review and appraise the administrative controls found in every department of the business. These controls include the organizational structure, the procedures and methods, the records and reports, and the standards of performance. The auditor assures himself that the controls are functioning as planned and then, appraises them for adequacy and efficiency. Asset accountability and protection have always been of great concern to the auditor. Now, in addition, he is also vitally interested in the economical utilization of those assets. There is no doubt that this broadened scope and additional responsibility has made it possible for the internal auditor to contribute more to the profits of the business than ever before.

The internal auditor is able to take a larger part in the drive to increase profits by broadening his knowledge of all business functions and by improving his auditing techniques. He keeps attuned to technological progress in his field, and he has greater flexibility to adjust to changing conditions. Although he

(Continued on page 197)

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Office Teamwork Lowers Costs; Increases Profits

PAUL E. HENSEL

President, American Society for Personnel Administration. Vice President—Personnel, Central Soya Co., Fort Wayne, Ind.

IT IS THE YEAR 1955 and we ask you to join us in accepting a challenge on the vital subject of improved office, customer and employee relations programs. First sell it to yourselves. Believe in it as did the great American soldier on whose bullet-pierced body they found a note which read, "I will work, I will slave, I will fight to win as if the whole outcome of this war depended on me and me alone."

It serves to your best advantage to instill into the hearts and minds of each of your office employees the vital importance of perfect customer relationships. This is your paramount duty. First of all, you owe it to yourselves, to your customers and to your stockholders to build a championship merchandising team. Each office employee owes it to his management to be a loyal, honest, upright-eous, desirable employee; bringing to your organization increased profits and better merchandising services in the years ahead. In return, each employee knows he will receive his just financial rewards directly payable to him in cash every payday, with opportunities unlimited in your progressive organization.

You cannot place too much stress and genuine appeal on urging each employee to give his best to each customer for completely satisfactory service and quality. This can be done most easily by showing each office employee the valuable opportunities and increased security which will come to him as just rewards! You must satisfy your employees' needs for belonging to your merchandising team by making each one of them a partner in all phases of your business operation. By this modern method your office people share a responsibility in the success or failure of your business, because it becomes important to them and their loved ones. Your customer relationship program must offer to each employee something worth working and fighting for—something that will make each of them want to do more honest-to-goodness merchandising than any other ten men in the same competitive field.

Let's be honest about this. Your competitors have declared war on you and, in America under the free enterprise system, you have every right to declare war on your competitors. The fondest hope of your competition is that their products will outsell your products ten to one. Consequently, it becomes paramount that each employee on your payroll, each day, makes your business stronger sales-wise, production-wise and service-wise. This is the heart of your business. The golden key to a successful, financially profitable business is found in more efficient production at lower unit cost and increased sales volume. This is a real challenge to you and each and every employee on your payroll.

How best can you improve the talents of your office employees and the service to your customers? Henry Ward Beecher said, "There is not a person we employ who does not, like ourselves, desire recognition and praise." Telling each employee how you appreciate him, his work, his loyalty, his willingness to

(Continued on page 192)

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Manufacturers Aim to Cut Costs and Simplify Jobs

SHELDON F. HALL

President, Office Equipment Manufacturers Institute. Vice President and Secretary, Burroughs Corp., Detroit.

OFFICE EXECUTIVES today face the greatest challenge since the industrial revolution. They are confronted with the problem of constantly increasing the output of office personnel to keep pace with the swiftly changing concepts of doing business. Time and space have new definitions in manufacturing, distributing and selling. Our swiftly moving economy has multiplied the complexities in the world of business and industry, even as it has increased our standard of living to a point beyond the limits of imagination at the turn of the century.

Advancements in communications and transportation have brought innumerable advantages, but also brought new problems. We are past the era when a market was captive for a long period because the means of getting someplace took a long period of time. If we are successful now, it is because we serve our customers immediately and thoroughly, and find more of them. We must continually strive to make better products and sell them in carefully planned campaigns to obtain and hold a place in the market. Cost analyses are required to furnish complete control in the manufacture of a product and to continuously improve it. Reports are needed for governmental agencies and industrial associations. Complexity is a mild term to apply to our tax structure. We attempt to be better citizens in our communities; we set up insurance, hospitalization and pension plans.

All these changes have brought out an increase in the cost of conducting all phases of business, from manufacturing a product to marketing it. Clerical costs have increased faster than other phases and perhaps less has been done about them. There is one area where we can accomplish a great deal toward controlling expenses and that is in the field of mechanization and automation—providing devices which can make office work simpler, faster and easier.

At one time there was considerable prestige attached to the white-collar job in the office. The work was clean, quiet and safe. There was an opportunity to see the business as a whole and work closely with management. All these elements still exist, but now fewer young men and women are conscious of these advantages. As our economy has become more complex, it also has become technological, providing other interests for young people. Factory and engineering work provides better remuneration and better working conditions than it did a few years ago.

It is necessary to do a better job with the fewer qualified persons available for office jobs. This means that, besides improving our recruiting methods and obtaining more efficient equipment, we must also provide better training. There's little advantage in acquiring the finest machine for a poor operator. Good supervision is equally important, and in this area adequate training is much more necessary than it was fifty, or even twenty, years ago.

In the office we are still a long step behind the factory in combining personnel and machines for the best possible results. Mechanization must be accomplished without losing the at-

(Continued on page 212)

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Equipment Exhibitions Have Aided British Trade

HON. G. C. H. CHUBB

President, Office Appliance & Business Equipment Trades Assn. of Great Britain and Northern Ireland.

Deputy Chairman and Managing Director, Chubb & Son's Lock & Safe Co., Ltd., London.

AT A TIME, not so long ago, when new customers were almost an embarrassment to practically every firm in my association, for shortage of materials made it hard enough to keep faith with old and regular customers, the query was sometimes raised, "Why do you run so many exhibitions?" Briefly our reply was that they kept before the eyes of the commercial world the services and goods being made for their ultimate benefit, and also the measure of progress and enterprise of our members. In other words, they might have been described as part of a policy of prestige advertising and public relations.

We appreciated, of course, that the existing circumstances were the result of a variety of economic factors: greatly increased postwar demand to fill deficiencies as a result of the war, shortages of materials, need for diverting a high percentage of all production to export markets, and so on. We believed that our potential customers realized this, too, and still wanted to see what we were making. Attendances proved they did. Today, however, the trading pattern has changed and the necessity for direct selling by the most efficient means, both in the home market and abroad, has arrived. As a result I think in 1954 we began to benefit from our earlier foresight.

Apart from an extensive section at the British Industries Fair, my association held three exhibitions: a major one at Manchester in September and two regional ones, one in Leeds in February and another in Edinburgh in October. At all these attendances greatly outstripped those of their predecessors in the same places. At Edinburgh, where we had not held an exhibition since before the war, we welcomed nearly twice as many people as at any other regional exhibition we had ever held. I think I can fairly say that the exhibitors as a whole returned with the view that it had meant more potential business to them than any other such exhibition at which they had shown.

Now I know that that is not conclusive evidence of the value of earlier displays but—when it is realized that the British office equipment industry has set a new production and a new export record every year since the war and that at the time of writing it seems nearly a certainty that both these latest records will be broken again, possibly by a larger margin than for some years—I think it does point very emphatically to those earlier exhibitions as having been well worth while. It is too early, as yet, to analyze the 1954 figures of the industry, but such as are available are worth giving in some detail. Not only do they appear to me to justify our earlier action as an association, but to reflect great credit on the industry as a whole, and on those American firms who have built factories over here, in particular. They also point to a world-wide recognition of the increasing importance of office mechanization.

Perhaps, then, one should start with the figures of our typewriter production. In 1953, after very steady progress for some years, output reached a

new high level of 8,505 standard and 6,297 portable machines a month, valued at only a little short of £600,000, or an annual sum of well in excess of £7 million. This past year, during the first seven months, production achieved a monthly average of 11,144 standard machines and 7,644 portables a month to the tune of over £755,000, an increase in output of nearly 40% over 1953.

While the increase in production in the typewriter section of the industry has been outstanding, the upward trend has also been maintained in all other form of machinery. Deliveries of accounting and similar equipment during the same seven months amounted in all to £9,651,000 or £1,400,000 more than in the same period of 1953. Other office machinery amounted to £4,926,000 or over £1.1 million more than in the first seven months of last year. At the same time, exports of office machinery also have risen by over £1 million during the first three-quarters of 1954. Practically every country in the Commonwealth, as well as a large number of others, increased their imports.

In comparison with similar figures of the U.S.A.'s industry, these do not appear very large. But if it is realized that in 1935, the last pre-war year when a national census of production was made in this country, the total output of the office machinery industry here was only £1,572,000 compared with £30 million in 1953, and its exports amounted to less than £½ million as against £10¾ million in 1953, it will be agreed, I think, that we are making pretty good headway.

Convinced then of the importance of exhibitions, my association is going forward with a more intensive program than ever in 1955. The major occasion of the year will be the big Business Efficiency Exhibition at Olympia in London, June 6-16, at which we cater particularly to overseas buyers and at which we have been welcoming increasing numbers from more and more countries. This exhibition we hope to stage on a scale comparable with those of our Coronation and Festival of Britain years.

In addition, already scheduled for this year, are regional exhibitions at Leicester, February 8-11; at Hull, April 19-22; and at Belfast, Oct. 31-Nov. 5. While these displays cannot be on a scale comparable with the London show for the very good reason that there are not halls of the size in our provincial towns, they will be at the main exhibition centers in these towns and we hope that any Americans unable to visit our principal show will, if in England, come to see us there.

Business Administrator's Functions Are Invaluable

D. C. REIJGWART

President, Administrative Organization Div., Netherlands Institute of Management. Executive Manager, Municipal Power, Gas & Water Works, Amsterdam, Holland

SINCE THE THIRTIES, the development of the methods of administration in the Netherlands has been a subject of penetrating study. In the beginning this study and its attendant research confined itself to the sphere of action of a few large undertakings. The exchange of experiences, at first in a small group of interested administrators, led to a further development of the administrative organization and the theory of administrative techniques. We saw here, as well as every-

(Continued on page 213)

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Recent Developments in British Offices

HARRY WARD
Secretary, Industrial Management Research Assn., London, England

THE HEARTENING progress of Great Britain continued in 1954 and seems likely to be maintained in 1955. Industry is short of employees at every level, but inflation is not chronic and there is much restraint. Good and improving organization is found in every industry and every place; economies are being made. Productivity soars and more controls are being removed. The nation is now free to eat what it likes, how it likes and when it likes for the first time in fifteen years. Controls are disappearing, but never fast enough. Their removal proves more stimulating than the sorest critic of controls would have prophesized.

These are stirring days to live in Great Britain. The young Queen's reign develops well and, as we write, the 80th birthday of Winston Churchill is celebrated. His history and character are an inspiration to us all.

Not least in the fields of stimulating change is the improvement in office work. Two outstanding techniques are likely to develop this year. The greater, in volume, will be the use of instant photocopiers. Some seven suppliers are now on the British market, producing a range of these machines. Users are developing a wider range of applications. Doubtless the sellers of the machines will also sell these new uses as well. A dramatic fall in price of photocopied documents is likely to create a revolution in a whole range of office work.

The other development is likely to be the use of electronic computers. Electronic multipliers have been introduced by British suppliers and are proving reliable, satisfactory and economical. This makes the possibility of introducing computers a more certain proposition. The volume of electronic data processing machines coming on the market in 1955 is not likely to be great, perhaps only 30 or 40. Industry and commerce will watch carefully the applications being made. Developments and production of further machines should develop enormously in 1956 and 1957.

J. Lyons & Co. Ltd., the well known caterers, did pioneer work in developing their own computer, and are perhaps the first manufacturing company in the world to devise a computer specifically to suit the manufacturer, with his problems of enormous input and output and relatively little calculation. They will produce more machines.

The development of dictating machines continues with a bewildering range of suppliers and useful experiments in dictating to central machines by telephone. Unilever Ltd. developed its own special equipment which is now marketed under the name Dialex, whereby centrally installed dictating machines can be fully operated by simple apparatus from the telephone.

A fair amount of work has been carried out on costs and methods of cleaning of offices, partly stimulated by new floorings, equipment and polishes. In many cases improved hand methods prove best and most economical. Economies are being effected and quality of cleaning improved. A vigorously edited new journal, *Cleaning and Maintenance*, has played its part.

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Many New Developments In Forms During 1954

W. N. RYAN
President, Business Forms Institute.
President, American Register Co., Boston

THE YEAR 1954 saw many innovations and developments in the business forms field itself, and in conjunction with equipment manufacturers. No attempt will be made to list these in their order of importance.

One of the new developments was NCR Paper, no carbon required. A special chemical coating on the paper itself eliminates the need for carbon paper. A different coating is applied to the reverse side of the paper than to the face. Normal pressure on the top sheet automatically reproduces data on subsequent sheets, either handwritten or typewritten. Laboratory tests on this have shown to date that it has good, long wear, is erasure-proof and permanent. It is of course in its infancy but is opening up new fields for business forms.

New electronic machines have been developed by equipment companies. The new IBM 702 Electronic Data Processing Machine was introduced via kinescope to the forms industry on June 4 at a special meeting at the IBM plant. Remington Rand, Underwood, Burroughs, and others are all working on labor-saving and time-saving machines.

All manufacturers of business forms, whether salesbooks, unit sets, snapouts or continuous forms, are producing new and improved products. Perhaps, the biggest growth has been in conjunction with the tabulating field.

We hear much today about automation which, as we know it, is the use of more machines and less hands. The business forms industry is doing something about that. First, in their own plants, to reduce waste motions, so they can pass the savings on to the customers in decreased cost of the finished product. Then they are constantly striving to improve the product and the methods so that the ultimate customer will receive a product that cuts down his waste motion and handling. This twin objective is resulting in a tremendous increase in the use and acceptability of business forms. The growth in ten years may be considered almost phenomenal.

Electronic developments of tabulating equipment have set new goals for the business forms industry and they are keeping pace with requirements. The use of high speed rotary, web-fed presses and collating equipment by the business forms industry is enabling them to better serve all American industry.

The Business Forms Institute is an association of approximately 30 companies, representing a large segment of the industry. The institute is constantly working with its members for technical improvements, dissemination of knowledge and statistics on materials, costs, sales, marketing, etc.

Electronic Processors in The Insurance Industry

A. J. SCHNESE
President, Insurance Accounting & Statistical Assn.
North American Accident Insurance Co., Chicago.

IT IS GENERALLY accepted that the introduction of electronic computors and equipment has in effect heralded a new concept in accounting and statistical procedures. The immense speed with which computors perform unbelievable feats of computation, sorting and classifying, invites speculation as to how the extent this medium affects commercial progress. Its flexibility permits adaptation to almost any record-keeping function. The possibilities of file maintenance alone opens opportunities for considerable savings to management. The fantastic speed with which reports and data can be developed and produced through this medium can effect savings to management in required personnel, equipment, and above all in providing quickly the vital information needed for decision making.

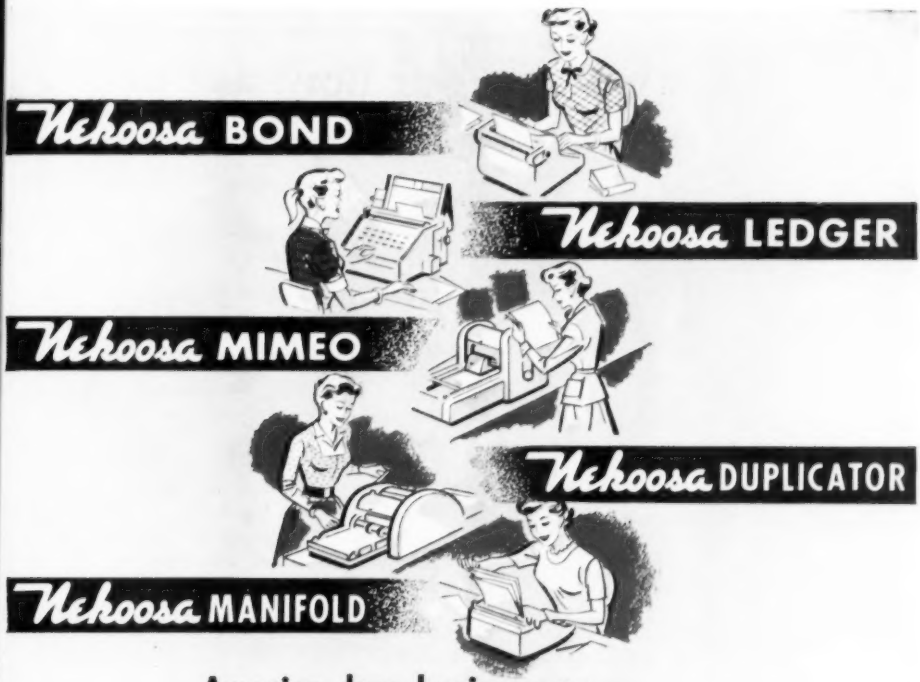
The manufacturers of electronic equipment have made much progress in the past year. Many companies have produced or are developing electronic equipment. Just to mention a few of the developments in this field, and it must be understood that in some cases the units mentioned are as yet not in production: I.B.M. has its 604, 607, CPC, 650, the 701 and 702 Data Processing Machines; Remington Rand, its 409 Univac and ERA-1103; Monroe, its Monrobot; Burroughs, its high speed Printer; National Cash Register, its 102 Codac; Underwood, its Elecom 100, 120 and 125; Raytheon, its Raydac and Raycom; RCA, its Bizmac; Consolidated Enginering's Electro-Data, and there are others. As requirements develop, advancements in equipment design and capacity are being pursued by manufacturers. Already improvements in some of the units mentioned above are being developed or are now in the process of production.

The development of practical applications is paramount. Every potential user must exercise due diligence and be alert to the vast possibilities involved. Many companies have organized committees and have assigned key men to study and analyze the possibilities of applying their procedures to electronics. Careful programming is important and the feasibility of applying each function must be considered for its adaptability in the electronic program. Naturally, the cost of this type of equipment is a factor when considering installation. Most companies have approached the problem logically by installing small electronic units as a starter, and will progress toward studied expansion when it is justified.

Insurance companies have been and are conscious of the extensive possible advantages this type of high speed equipment offers. The maintenance of voluminous acres of files, and the mountains of papers processed to achieve and produce the vital information and data required to satisfy statutory departments and obtain the necessary statistics and results for successful operation, make them prime potential users of electronic equipment. Briefly, here are some of the programs developed in the insurance industry:

1. Preparation of premium notices

(Continued on page 196)



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Simplify Your Routines to Prepare for Electronics

RALPH G. SINN
President, National Office Management Assn.
Director of Procedures and Methods, Detroit Edison Co.

ONE OF THE OUTSTANDING problems facing the office manager today is to decide how and when electronics will become an actual part of his office operations. During the past few months, I have had the privilege of hearing several outstanding authorities on this new development in our business world. It may be that these contacts have increased my confusion instead of enlightening me but, for all that it is worth, this is my advice to those responsible for the efficient operation of our offices.

"Put your house in order." Make certain that your present office and other clerical routines are in the best possible order and *then* consider *how* and *if* these routines are the ones that lend themselves to the new electronic equipment.

This new equipment is frequently referred to as "an absolute moron" and must be instructed on how to function in each and every minute detail of its operation. These details must be outlined to the machine properly if it is to give results. It is my understanding that in the actual adoption of any routine to electronic equipment, the programming, is a very detailed and time consuming operation. Therefore, it behooves us to eliminate all operations that are not actually needed.

This equipment operates at an unbelievable speed but, if the programming is faulty, it results in thousands of errors instead of one. It must be remembered that these machines are not able to think. So it is easy to understand that the elimination of unnecessary detail is essential.

I am certain that each and every one of us will admit that, unless we have made recent and continuing studies, our present routines include many things that probably are no longer needed. Elimination of these unnecessary operations will result in simplifying the work of instructing the new equipment. This elimination will result in immediate savings even if it is later found that your work is not adaptable to this new development in office operations. Since it may take many months of preparation before it can be used, you can take advantage of that part of your savings that will result, even with your present equipment.

Of course it must be kept in mind that your study and simplification of present procedures and methods always must be done with the thought that they may be adapted to electronic procedures and that your immeditae simplification is a temporary measure only, to be reviewed again when the new equipment is available. Naturally the larger companies probably will be the first to make use of this newcomer to office life, but it is not too difficult to imagine the development of electronic service centers that will perform the same services for smaller organizations.

So whether your office is large or small, whether you do or do not eventually transfer some of your clerical and office work to electronic equipment, you will benefit by a detailed study of your present routines. As a progressive member of our profession, you must keep informed as to the progress of electronics and be ready to make use of it according to your needs.

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Today's Most Important Cost Factor Is "Time"

RALPH G. STIRLING

President, Montreal Chapter, National Office Management Assn.
Chief Accountant and Office Manager, Brandram-Henderson Ltd.
Montreal, Canada

WHAT IS THE most important cost factor in office management today? We asked ourselves that question when we were looking for an appropriate theme for our 1954 Montreal Chapter NOMA Business Show, the largest of its kind held in Canada. The committee had agreed that we should first determine this vital factor confronting office management before making a decision. We reviewed and debated, and consulted others, about all the intricacies of office methods and procedures and finally agreed that "time" is the most important cost factor in office management today.

In essence, we concluded that increasing complexity of office work, increasing wages and a diminishing work week, combine to pyramid the number of workers as well as hourly costs. Today, more than ever before, office management is seeking ways to meet increased work requirements in less time and at lower cost. To further develop this theme, we made a fairly extensive investigation of the office worker situation in the city of Montreal. The figures arrived at do not necessarily represent national or international averages, but they do substantiate our choice of theme as far as metropolitan Montreal is concerned.

We found that the office salary bill in greater Montreal amounts to a million dollars per working day. On the basis of a five-day week, this represents five million dollars per week or approximately $260,000,000 per year. These figures do not include overtime pay or executive remuneration.

It is probable that this is a new high for office wages in this area, and the number of office workers is steadily increasing. According to the Canadian Census of 1951, office workers represented 18% of the total labor force. Ten years earlier in 1941 office workers represented only 14% of the labor force. The number of office workers is increasing more rapidly than the number of workers generally. In the ten years between the 1941 and 1951 census, the total of gainfully employed workers increased 32% but the number of office workers increased 69% — more than double the rate.

Not only are there more workers today but their average wage is substantially higher. We computed salaries in four common job classifications comparing the years 1945 and 1953. In this period the average weighted salary for clerical intermediate increased 60%. The weighted average salary for junior bookkeeper increased 67%. Stenographers' salaries increased 63% and the remuneration of calculating machine operators increased 67%. On a basis of hourly cost, surely time means more than ever before as indicated by these increases in clerical wages.

This, however, is not the whole story. Wages are increasing along with a diminishing number of hours worked per week. We found that in 1945 the average work week of the office employee in Montreal was 41 hours. In 1949 this had decreased to 39 hours and in 1953 to 38 hours. Against a more than 60% increase in wages, there was an almost 10% decrease in the number of hours worked.

(Continued on page 190)

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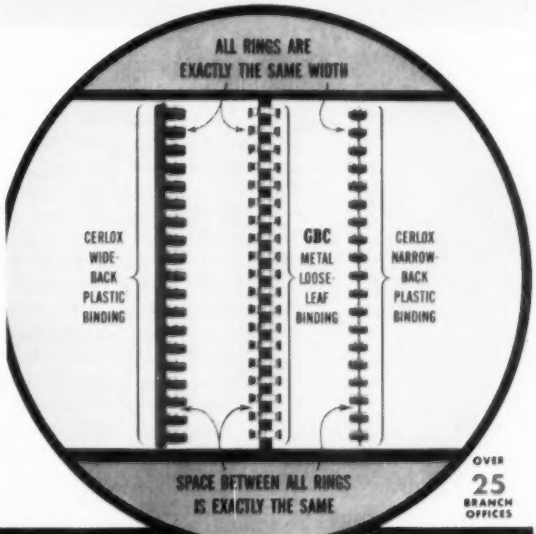

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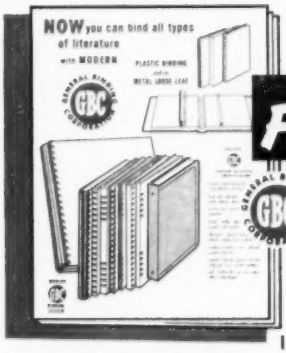

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Why Machine Accountants Have A National Association

RICHARD L. IRWIN
President, National Machine Accountants Assn.
U. O. Colson Co., Paris, Ill.

THE IDEA of an association for machine accountants is far from being a new one. Many times in the past this question has arisen in various parts of the country and has been temporarily answered by the formation of tabulating clubs. Unfortunately, these groups usually were disbanded after a few months due to lack of organization, planning, and inability to obtain needed financial support. In spite of the setbacks experienced by these local groups, there was still the dream of establishing a nationwide organization to furnish needed services to machine accountants and their employers. The National Machine Accountants Assn. is the culmination of the efforts of a handful of farsighted men who had the courage, determination and ability to convert their dreams into facts.

Now to the question of, "Why?" Basically speaking, each and every one of us is interested in improving ourselves. We are concerned with getting ahead in life so that we may eventually realize the attainment of all the things which we desire. In considering how we can best accomplish these things, all of us in time come to the realization that one of the best ways is to exchange knowledge, experiences and information with others. Through such exchange all parties benefit. The creation of an agency to enable such exchanges to be made easily is one of the foundation stones of the National Machine Accountants Assn.

Those concerned with the administration of clerical functions are recognizing more and more the ever-increasing trend toward the mechanization of clerical work. Machine accountants are in the forefront of this trend and must be prepared to cope with the problems which mechanization brings. New methods and new equipment are being presented by machine and allied equipment manufacturers with such an overwhelming rapidity that it is virtually impossible for one man to keep pace with them without aid and advice from others in the same profession.

We must keep in mind that in a large number of machine accounting installations the machine accountant is required to fill many positions. He must be a planner with a working knowledge of the systems and procedures employed not only in his own department but in almost every other department in his firm. He must be an executor with the ability to put into action with ease and accuracy those operations he is endeavoring to mechanize. The machine accountant, while performing these first two functions, also must remember that his management holds him responsible for the whole function. Finally, the machine accountant must encompass all of these things with a complete knowledge of his machines, gained from formal education and practical experience.

In contrast to this situation of a machine accountant in a small installation having to be "all things to all men", we find one or more men performing each of these operations in larger companies. But whatever the individual requirements might be, each

(Continued on page 188)

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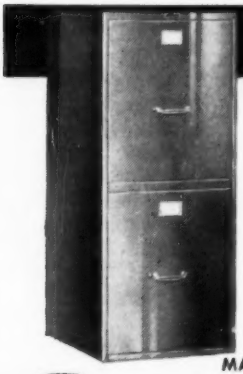

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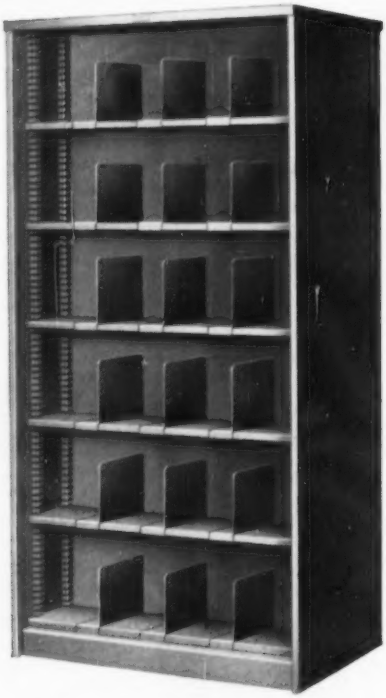

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A Technique to Preserve The Memory of Business

ROBERT A. SHIFF
President, National Records Management Council, Inc., New York

THE BEGINNING of a new year is always a good time to look ahead after reviewing the past. In the field of records management, a backward glance shows remarkable progress. By streamlining operations and throwing away tons of useless paper, records managers have kept industry from drowning in a sea of unnecessary reports, memos, letters and forms. Management, in particular, has been pleased by the results of scientific controls on record making and record keeping: increased efficiency and savings in space, equipment, time, personnel and costs.

Our pride in such accomplishments is understandable. Up to now, however, we have been spotlighting only one side of the coin. The other aspect of records management, which I believe will become increasingly important to management, is an obligation to preserve and sharpen the business memory.

Our past achievements have consisted mainly of telling companies what not to create, what not to process, what not to keep. We have been advising management on what useless records or procedures may be discarded and we expect to go right on doing this since it is a necessary component of sound management. Records management has, however, an affirmative obligation as well, a positive responsibility to help companies create, process and preserve their key records and information.

This phase of records management, which I term Operation Time Capsule, is based on the principle that records which reflect corporate and individual experience are a company asset, as intangible, perhaps, as good will or a good reputation, but as valuable as real property, capital equipment or a skilled work force.

Accountants do not tally company experience in the asset column of financial reports, but it most certainly casts its shadow over income and costs. Experience shapes a company, molds its policies, guides its executives. We pay unconscious tribute to its legal and administrative value countless times each day.

If we are promoting a man to executive status, we ask, "What experience has he had?" If we are deliberating the introduction of a new product into a new market, we ask, "What has our past experience been?" All through the day, our decisions and actions, whether we realize it or not, are predicated upon someone's past experience in a similar situation.

A certain small percentage of company records reflect pertinent experience. These are the key records that should be selected for preservation according to the time capsule concept. Our records, however, have serious gaps since they ordinarily are not created for the specific purposes contemplated in the time capsule idea. As a matter of fact, NRMC finds that fewer records of permanent value are being created today than in former years. True, we are turning out more paper than ever before, but not the right kind of paper. Our mechanized offices spew forth a torrent of routine paperwork of only temporary worth, while records of important decisions and policies go down

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the drain, are lost over the telephone wires or dissipated in other oral communications.

Industry produces so many records of short term value that the really valuable pieces of documentation are all but lost in the shuffle. Useless pieces of paper are being hoarded and boarded at the expense of vital information that should be preserved in concise form, in one place and ready for use. NRMC's time capsule technique seeks to avoid the needle-in-the-haystack search for vital information and key records.

Yet, to say that the time capsule concept depends entirely on the preservation of these key records is to tell only half the story. This new concept in records management also provides guidance in the creation of proper documentation. There are serious gaps in the records we keep and currently produce. To depend on human memory to fill in the blind spots is to depend on a fallible, imperfect and subjective instrument. We must plan very carefully to create the kind of records that reflect a company's current experience as accurately, objectively and completely as possible.

Another serious flaw in many of the records produced is that they tell what action was taken or what decision was made, but they rarely tell why or how. The time capsule technique of planned records creation is intended to remedy this defect.

A company's time capsule is the organized memory of the organization, not a haphazard collection of whatever documents chance to be on hand. The time capsule technique prevents business amnesia by helping management set aside, by plan, an objective, truthful account of the present for future use. This is intended primarily for use by management, not solely for scholarly research by the business historian but for actual application by executives in their daily work.

The selective preservation of key records has legal and administrative values that can often be translated into dollars and cents when utilized effectively by management. Consider the responsibilities modern business has to its customers, its employees, the community, the public, the government. Costly mistakes in any of these areas can be avoided when executives have access to the administrative reference provided by a company. Recourse to these key records will help in the evaluation of existing policies and give direction to new ones, much the way that judicial precedents help lawyers formulate their approaches to new cases.

The administrative reference service organizes the recollections and refreshes the memories of the executives. By careful pre-planning, management will be enabled to set aside a coherent, concise account of its present experience for future use. The time capsule is designed to help a company, at a future date, to reconstruct its past with scientific accuracy. Records that have been selectively preserved will be the basis of any such restoration. The possibilities for the use of such records in public relations, in communications with employees and stockholders, in the formation of policy, even in litigation, are enormous.

The time capsule, first of all, will make use of records that a company already has on hand. Scientific techniques of inventory and appraisal will cull those documents that have an enduring significance. These techniques are not pure theory; they have been tested and applied with outstanding success. The application, for example, of records retention schedules usually results in the permanent preservation of only 1% to 3% of all business records. The exact percentage retained depends, of course, on the nature of the company and the character of its operations.

Old records, however, represent only a small part of the problem. Utilizing this technique requires the adoption of

(Continued on page 186)

Schools Still Look to Business to Show the Way

THEODORE WOODWARD
President, United Business Education Assn.
George Peabody College for Teachers, Nashville, Tenn.

FROM THE POINT OF VIEW of one actively engaged in the area of business education, business and business education today have many mutual problems and concerns, many opportunities for cooperation and mutual helpfulness. A few of them are mentioned here.

CLERICAL FORCE. According to the Department of Labor, approximately 7½ million (1 out of 8) persons in the labor force in the United States are employed in clerical occupations. With continued expansion of business, this important segment of the gainfully employed is likely to increase in absolute numbers, if not in proportion. The replacement of personnel and the provision of additional trained workers, not only for present jobs but for future management positions, is of mutual concern to business and to business education.

TRAINED WORKERS. With increasing competition, business will have greater need for records and reports quickly and accurately. The training of young people to compile these records, to assume responsibility, to be up-to-date in method, and to be appreciative of accuracy and promptness, is mainly the responsibility of the schools. Here the help of business is needed in retaining its qualified teachers, in providing equipment for specialized training, and in advising upon curriculum content and functional instructional materials.

COSTS. Since 1947, clerical salaries have risen an average of 50%, according to a recent NOMA survey. This contributes enormously to office costs. To justify these higher salaries, business must lower its office costs through improved methods and increased efficiency. Better ways of performing office operations are constant problems in business education, too.

These problems emphasize the need for continued and increased cooperation between business and business education, both on the secondary and the college level. There are many avenues of cooperation which can make for better understanding and mutual helpfulness. Some of them are:

WORK EXPERIENCE. Business education is frequently accused of teaching in a vacuum, isolated from the business community, unrealistic in its methods. It is practically impossible to create in the classroom the real business situations which arise on the job. Business, however, can provide a more realistic training by providing opportunities for work experience. This does not mean an unorganized, part-time provision of routine jobs, but an organized, carefully planned and cooperatively supervised program.

CURRICULUM. Business can be of help through advisory services in the construction and revision of business curriculums in the local communities. What are the ingredients of an adequate training program for office workers? What proportion of a four-year high school, or college, business curriculum, for example, should be in general education, in general business and economics, in the skill subjects? How can schools develop business intelli-

(Continued on page 181)

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How to Choose a Management Consultant

PHILIP W. SHAY
Executive Secretary, Assn. of Consulting Management Engineers, New York

GENERALLY, the question of employing a management consulting firm arises when (1) known problems exist for which independence of viewpoint, specialized knowledge, comparative judgment based on experience in handling similar problems, and/or analytical research techniques are needed but not available in sufficient measure within the company; or (2) management suspects that problems exist, or wishes to assure itself that they do not, and feels that the true state of affairs can be ascertained only through a complete and objective examination by competent outside personnel who know what to look for and who can take a broader view than those preoccupied with the details of day-to-day operations.

Whether or not in such situations the company decides after deliberation to engage the services of a management consulting firm is another question. The answer can only be reached by balancing the various considerations involved. On one side, there is the extent of the need and the limitations of the company to meet it through alternative means. On the other side, there is the relative ability of the management consultants and the cost of employing them (not only in terms of dollars but in executive manhours spent in cooperation with the consultants).

The extent of the need must be finally determined, of course, by the company itself, though many managements find that it is helpful to discuss the matter with a consulting firm which has seen similar situations in other companies. All reputable management consultants are willing and glad to go through this preliminary stage before undertaking a full-fledged assignment. As a matter of fact, they will not commit their services unless they are convinced that there is a real need and they are qualified to meet it.

Sometimes the need for help is dictated by the simple fact that management has tried and has failed to solve a particular problem. More often the company does not have the qualified personnel or the time to make them available. Other specific circumstances calling for outside help are: unfamiliarity with the problem, desire for fresh ideas or new techniques, a conflict of views within the company. There is also a certain therapeutic value to be found, sometimes, in making it possible for company personnel to talk freely to an outsider who will not misuse the information or abuse the confidence, but this is more of an incidental benefit.

Occasionally, management will be tempted to call in a consulting firm just for the sake of its prestige as, for instance, to back up an unpopular decision or serve as a scapegoat in taking disciplinary action against some individual. All reputable consulting firms resist such assignments whenever they foresee them, feeling that such maneuvering prostitutes their services and hurts the company in the long run. For the company, such a course may seem like a quick and easy way out of an unpleasant dilemma at the time, but the end effect is to weaken morale and undermine respect for management.

A less clear-cut situation is where management falls back on the consult-

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ants and expects them to make decisions for it. Obviously, a thorough set of recommendations documented by facts and figures, such as consultants usually submit, will influence management's own decisions. But most of the leading firms lean backward to avoid any actual formulation of decision, feeling not only that it would be presumptuous of them to try to run a business when they are not responsible for results; or foolhardy to try to, when they are not in a position to control the actual operations. Also it would tend to impair the objectivity and independence which make their counsel worth having. From the viewpoint both of the management consulting firms themselves and of those companies that are most satisfied with the services rendered, their proper role is the auxiliary one of providing analysis, information, and advice, such as will help management to make better decisions than it otherwise would be

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The need for management consulting services is relative. The very large company may have enough problems so they fall into regular patterns and justify the maintenance of an elaborate company staff to handle them. Nevertheless, most large companies continue to use consultants for problems of unusual complexity and delicacy, or for the sake of an objective viewpoint and range of experience which cannot be matched inside the company. In some cases, the consulting firm is employed on a retaining basis so it will be in constant touch with company developments to provide help quickly when the occasion arises.

At the other extreme, the very small company may not be able—or may not think it is able—to afford outside help because of fear that the cost will be out of proportion to the potential benefits. The fact is, however, that an increasing number of companies nearer the lower end of the size scale are seeking professional counsel from management consulting firms. Many small companies are faced with problems that inhibit their future growth or even threaten their present positions. It is always possible that a large problem in a small company may warrant as much expenditure of money and effort as a small problem in a large company.

In particular, the small company which is growing into a medium-size company, or the medium-size company which is growing into a large company, is most likely to need outside counsel. Competition, taxes, and government regulations weigh heavily on it. It may not yet have built up sufficient diversification of product, prestige in its market, or cash reserves, to carry it through economic fluctuations. The number of high-caliber executives it can support is limited, as is also the extent of its permanent, specialized or technical staff.

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meeting its particular needs is to select a reputable consulting firm and discuss with it how the problem would be tackled, in what directions opportunities for improvement might be found, and what the estimated cost would be. As mentioned before, all reputable consultants are glad to explore the question of how they can help in a given situation, and are no more anxious than their clients for an arrangement that is not likely to work out to the satisfaction of both parties.

It is extremely important for the individual company to give close attention to the task of selecting the consulting firm that it feels will meet its particular needs, and then to cooperate with it for maximum effectiveness. Consideration should not be limited to a presentation made by a principal or representative of the consulting firm, particularly if the approach is of the high-pressure variety and promises a world of results without preliminary exploration of the problems involved, or bids for the assignment in terms of fees or costs. Reputable firms do not engage in blatant promotion or haggling. There is no such thing as a "bargain" in management consulting, in the sense of getting something for nothing.

Though there is as yet no form of accredited registration for management consulting firms, the membership list of the Assn. of Consulting Management Engineers does serve as a positive (though not a complete) guide to firms of known integrity and reputable performance.

References from other companies that have used, or are now using, the services of a consulting firm can be a useful guide in making the choice. It is always a sensible precaution to check independently with such references as are provided by the consulting firm. It is nearly universal among reputable firms to supply a good deal of information about the scope and the nature of assignments on which they have worked. This is particularly useful in judging

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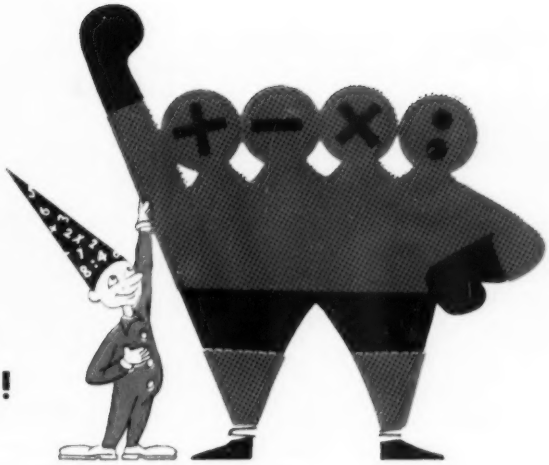

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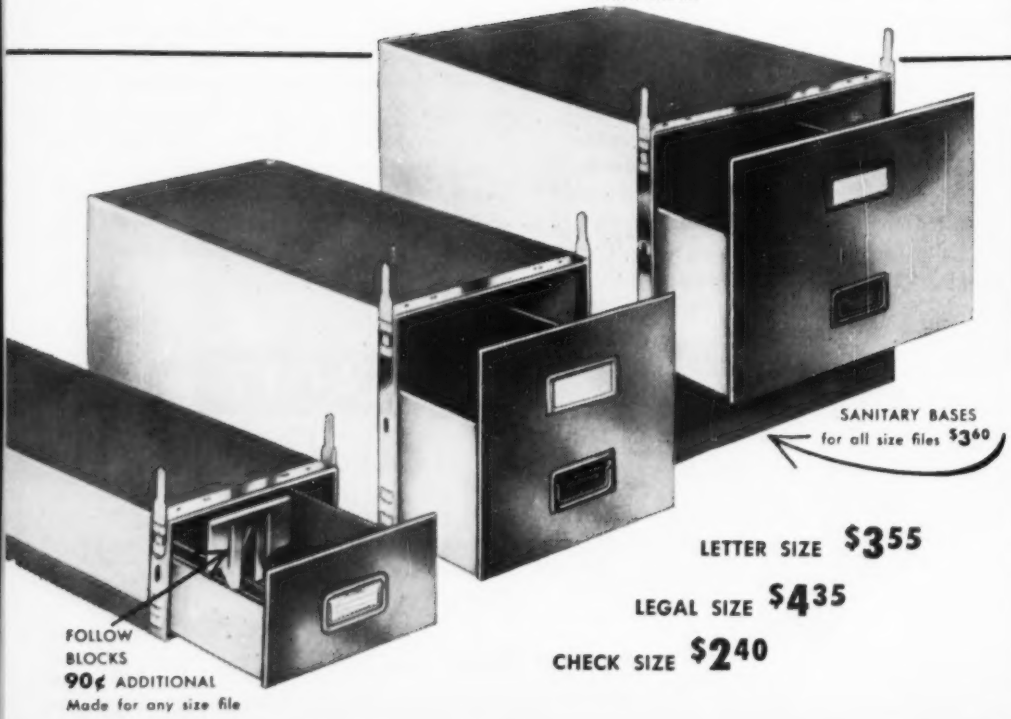

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Records in Prontos can be located in a jiffy . . . stay neat and orderly. Doubles your filing space.

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their suitability for a contemplated project. Any reputable firm is glad to be investigated as thoroughly as possible. Actually, about three out of four management consulting assignments result from a direct recommendation of a satisfied client—one who has used the services of a firm not once but repeatedly. This, after all, is the strongest evidence of effective performance.

An investigation should be unbiased and impartial. It should start near home. Within most business organizations, one or more directors or officers may be expected to have some acquaintance with management consultants or with those who have used management consultants. These may be used as leads. Strong recommendations should bear weight, but only if based on firsthand knowledge of the consultant's performance.

Those who render other kinds of professional services may prove excellent sources of information. Legal and public relations counsel, public accountants, advertising agencies; all will be wary of making recommendations on a basis of friendship rather than business acquaintance. Such sources are likely to be objective because a recommendation carries responsibility, and their own repute with their client company is at stake. Bank officials often may supply valuable leads to consultants that have successfully worked for companies and organizations known to the bank. In particular, the bank used by consulting firms should be among their best references.

Standard investigating agencies, such as the Better Business Bureau, Dun & Bradstreet, and credit associations, always should be checked. Business and trade associations, commerce departments, and the editors of business or trade magazines in the company's field of activity should also be able to supply information about the standing of a given consulting firm.

Obviously, it will not be possible or necessary to follow up all investigating

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1-55

leads. But it certainly is wise to go far enough to get definite answers to the following questions: (1) How long has the firm been in business? (2) What is the background of the principals? (3) What kind of companies and industries has it served? (4) What is the firm's financial status? (5) What do clients say about its work? (6) How much of its business is repeat business? (7) How well do its personnel get along with people? (8) How much time will principals spend on this particular assignment? (9) What man or men will supervise and carry responsibility for actual performance? (10) Has the firm had experience applicable to the problem at hand? (11) Does the firm ask for a clear definition of its assignment? (12) Does it make what seems a reasonable estimate of cost and time requirements?

Office Computers

(Continued from page 82)

form acceptable by the machine might be comparable in magnitude to the task the machine is being called upon to perform.

This is not to say that sequenced electronic computers cannot be utilized in the business office. In 1947 J. Lyons & Co. Ltd. in England became interested in the possibilities, and they have now one computer in operation and one under construction. In spite of the fact that their present machine has only the usual fast storage capacity, no auxiliary storage and quite ordinary input and output facilities, the machine is computing the payroll on an experimental basis for a small sample of their employees (in about 1½ seconds per employee including input and output times as well as elaborate cross-checks) and analyzing the data from market surveys, to mention only two important and otherwise laborious operations. Equal or better facilities are readily

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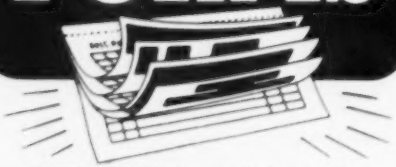

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available on the American market.

Probably transcription difficulties are the greatest deterrent to more rapid introduction of the large computer into the large office. It seems unlikely that automatic reading of even stylized print, to say nothing of script, will come about in the near future except possibly by extremely elaborate and expensive devices, and so long as transcription represents a substantial fraction of the total job there is correspondingly little inducement to automatize the rest. On the other hand, this bottleneck can be eliminated in many instances by a simple change in the form of the records being kept. That is to say, if the initial recording is made in a form the machine can recognize—punched cards, punched tape, magnetic tape—then the transcription is also automatized, as is the process of producing legible forms whenever these are required. Admittedly, however, this solution is not always available, *e.g.*, for personal checks.

Electronic computers are beginning to find their way into the business office. Much research is going into the problem of developing suitable equipment and one scarcely needs prophetic insight to predict that rapid changes will take place within the near future. As with scientific computing, so with office procedures, a rather thorough rethinking will occur and must occur. It is not alone important to devise equipment to fit the procedures. The procedures also must be adapted to available equipment. Traditional routines that have grown up around traditional equipment will be found often, on close inspection, to lend themselves to radical revision when the need arises.

The basic paradox then (if it be a paradox) remains, that the complexities of the atom are as nothing compared to those of the modern business office, and the demands of the accountant upon the computer are far more severe than those of the scientist. But though severe, they are not impossible.

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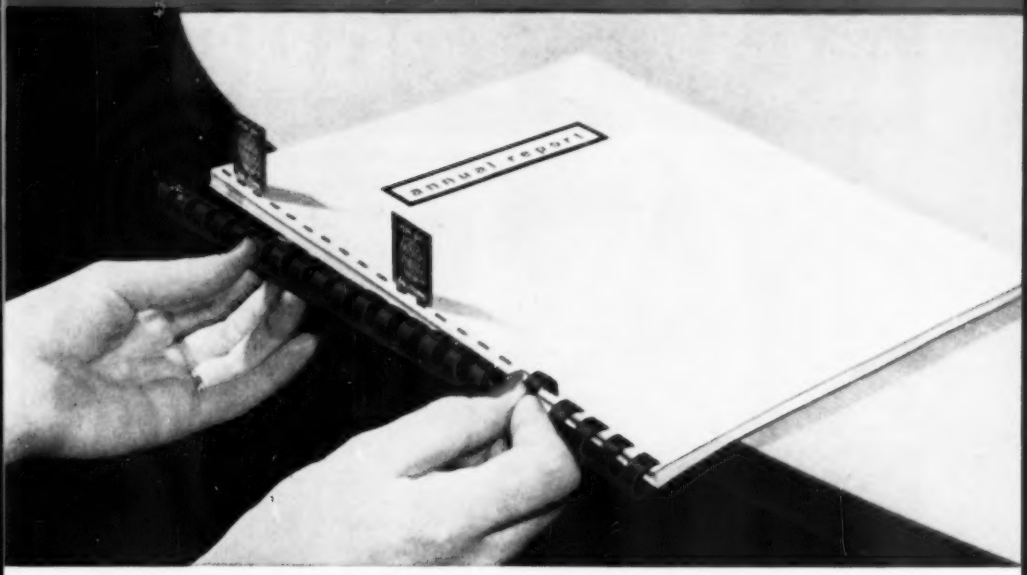

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New Products

OFFSET PLATE

A. B. Dick Co., Dept. O-155, 5700 Touhy Ave., Chicago 31, Ill., makes a pre-sensitized aluminum lithograph plate which reduces the cost of duplicating halftones or other photo offset copy because its price is approximately half as much. In addition, the plate saves labor costs and eliminates the need for sensitizing and developing equipment. A major advantage of pre-sensitized plates is that their use requires a minimum of make-ready time. The plate will duplicate up to 5,000 copies of text or line drawings, or 2,500 copies of a halftone. The quality of duplicated copies over this length of run has been tested extensively.

This is the first lithograph product developed entirely by the company's own research department. A. B. Dick Company engineers also designed special machinery for plate production. The A. B. Dick plate can be used on all popular models of offset duplicators. It can be filed and re-run. Copy quality is not affected by variations of several minutes over the recommended plate exposure time. Also, minor irregularities in press operation do not alter copy quality because of the plate's wide operating latitude. When not more than 1,000 copies of linework or 500 copies of halftone are needed, two steps prepare the plate for use. The plate first is exposed, then de-sensitized by wiping with a special fluid. The image will not be visible but the plate is then ready for use. A third step, lacquering the plate, brings the image into view and permits the maximum number of copies. Complete information on this pre-sensitized aluminum offset plate can be had free from above address.

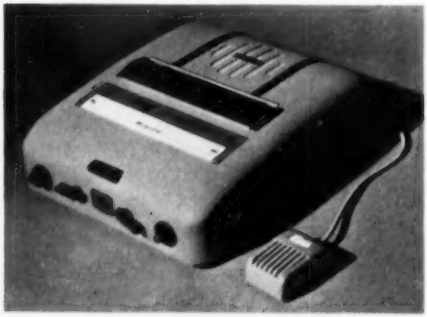
FLAT-BED PHOTOCOPIER

Copy-Craft, Inc., Dept. O-1, 105 Chambers St., New York 7, N. Y., announces the Photorapid Compak. Compact and portable, it copies in seconds, anything that can be held against its glass, including books or other thick material that cannot be passed through the usual slot in photocopiers. It also can make transparencies for use as masters with diazo or blueprints or for burning in positive offset plates. The Compak is

easier to clean and more economical because the developing tray lifts out for simplified cleaning and closes tight when not in use, thus extending the life of the solution. Its non-metallic tank protects from any possibility of corrosion. Designed to be "the last word" in simplicity, this machine operates easily with only one dial to turn. The Photorapid Compak comes in two sizes: 8½" x 14" and 14" x 17". Other Photorapid models are a one-piece combination with 14" throat and two-piece models up to 18" x 24". Full information from above address.

DICTATING MACHINE

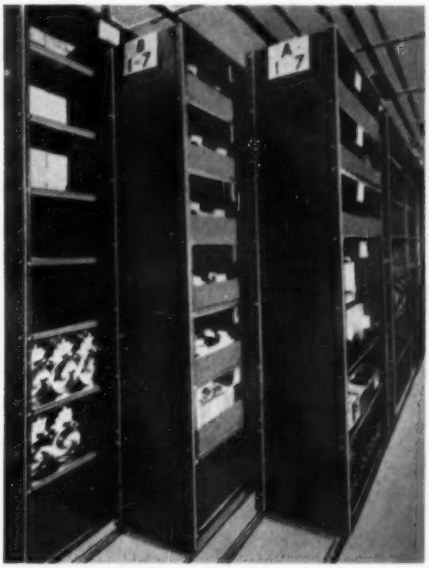
OTA Business Machines Division, Box 3049, Asheville, N. C., announces the Vanguard Dictating Machine made by Oerlikon-Buehrle & Co. of Zurich, Switzerland. Machines will be assembled in the U. S., under license of the Armour Research Institute of America. The records record magnetically on an 8½" x 11" Master-Magic sheet of paper or plastic containing a patented iron oxide



coating supplied by Minnesota Mining & Mfg. Co. This sheet can be folded or mailed like any sheet of paper, or filed indefinitely, without disturbing the dictation recorded on it. Dictation can be erased and the sheet reused hundreds of times. Reproduction is clear with no needle noise or scratching. Errors made while dictating are erased by dictating over the incorrect part. This provides a completely correct record for the transcriber who does not have to listen for corrections. A paper index strip on top of the machine is convenient for making notations. Two sheets can be inserted in the machine at the same time to produce an original and a duplicate recording. Sheets have printed logging space for the writing of date, name, subject, etc., by the sender; and writing date of receipt by addressee when used as a Sound Letter. Surveys are said to indicate that over 50% of internal correspondence can be handled by Sound Letters and eliminate transcribing. The Vanguard Executive Model U1 is a combination for both dictating and transcribing. It has automatic backspacing, starting and stopping foot control, speaker and earset. Microphone does not have to be disconnected for transcribing. The Secretarial Model W1 is for transcribing only. Exclusive dealer franchises available.

MOBILE STORAGE SYSTEM

Dolin Metal Products, Inc., Dept. F, 315 Lexington Ave., Brooklyn 16, N. Y., makes a new and effective mobile storage system which is claimed to increase the capacity of cabinet or shelving areas from 30% to 70% without using additional floorspace. In addition, it allows utilizing existing equipment. The primary objective in overcoming space problems is to convert the greater percentage of useless aisle space into storage areas without sacrificing efficiency.



The manufacturer claims mobile storage will do just that and, at the same time, increase efficiency. The general principle of this system is a series of tracks laid on the floor. Existing storage units are placed on heavy steel bases fitted with grease-packed, ball bearing wheels

which travel on the tracks. Precision machining allows almost effortless moving of heavy loads. By arranging shelving units or cabinets so that one row of fixed units is located directly behind two rows of mobile units each comprising one unit less than the fixed row, all units are made available at any time despite their proximity. In many instances, the ratio of two mobile rows to one stationary row mentioned above can be raised to permit using more mobile rows and eliminating more aisle space. Complete information from above manufacturer.

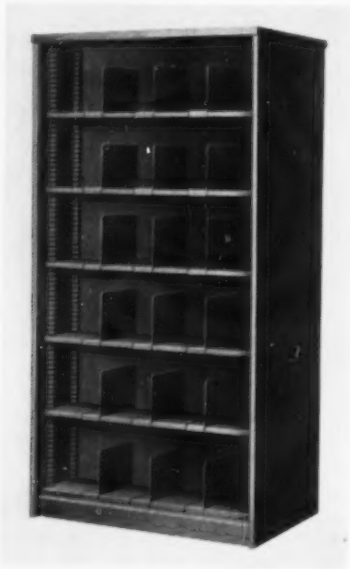
ADDING MACHINES

National Cash Register Co., Dayton 9, Ohio, makes the Deluxe Series Adding Machine with personalized touch control. Machines employ the live keyboard principle; figures add and print instantly as they are set up, which eliminates use of a motor bar for adding. The Deluxe series improves live keyboard operation

in that the keyboard touch, which in itself operates the machine, can be adjusted to the operator's own preference simply by moving a lever. Quieter operation has been achieved by insulating the machines with fiber glass, using nylon bearings to prevent telegraphing of noise, and by floating the internal mechanism on rubber pads. Instead of feet on the bottom, the machines have a resilient felt pad. Soft brown and tan two-tone color harmony, a keyboard easy on the eyes and clean, dynamic styling are featured on all Deluxe models. The mechanism permits three different ways of repeatedly adding or subtracting the same numbers, depending upon the operator's skill and choice. This feature is particularly useful for multiplication. Other features include the ability to add numbers without printing any figures except the answer, easy-to-read answer dials, and a switch control for single or double spacing. Designed to make figure work easier and increase office efficiency, the new adding machines will sell for $340 to $420, or about $40 more than the company's standard line. Further information available from above address.

OPEN SHELF FILE UNITS

Borroughs Mfg. Co., 3002 N. Burdick, Kalamazoo, Mich., subsidiary of American Metal Products Co. of Detroit, makes Open Shelf Filing Units. Units are produced in single or double-face, 72" and



84" high. They are 36" wide outside. The single-face depth is 12"; double-face depth, 24". Sliding shelves are adjustable without bolting. File supports, 7" high by 9" deep, snap into place at any desired point on the shelves. These Bor-

roughs units answer the growing demand for open shelf filing. Pages 10 and 11 in Borroughs' new Furniture Catalog give a complete description of them together with a list of the parts available. This catalog can be secured from above address.

TYPE COMPOSING MACHINE

Ralph C. Coxhead Corp., 720 Frelinghuysen Ave., Newark 5, N. J., makes the Coxhead-Liner, a photo-composing machine for display type. Occupying only 18½" x 22", the self-contained machine automatically produces finished type proofs which require no opaquing or touching up. Proofs are produced on durable, plastic coated paper which will not smudge or soil, and are instantly

ready for pasting up. Copy is so sharp that enlargements up to 15 times the original size can be made without showing fuzziness or distortion. Quickly changeable type fonts are offered in all popular styles from 14 pt. to 72 pt. The master fonts are permanent and will not wear out. They can be used as often as desired without "running out" of characters. Letters are automatically spaced or can be letterspaced and lines justified if desired. Turning a dial knob and pressing a button prints any desired character, upper or lower case, numeral or punctuation mark, with no developing or fixing by the operator. Coxhead-Liner Book H-1 is free from above address.

CARBON RIBBON TYPEWRITER

R. C. Allen Business Machines, Inc., 679 Front Ave., N.W., Grand Rapids, Mich., announces a dual-purpose carbon-ribbon typewriter, available in their VisOmatic line. This typewriter may be converted from fabric ribbon to carbon, or from carbon ribbon to fabric, in the

shortest possible time. The print-like quality of impressions made with the carbon-ribbon are ideal for executive correspondence, for filling in personal salutations that match perfectly on duplicated letters, and for making master copies for offset duplicating. When combined with R. C. Allen's new Imperial Pica or Elite type, the carbon-ribbon machine becomes a personalized executive writing instrument producing letters which command attention and bring results. R. C. Allen's adjustable spacing, available on the VisOmatic Typewriter, permits the operator to insert an extra letter in a word, or to reduce spacing as may be necessary, which simplifies right margin justification.

FILING SUPPLIES

Yawman & Erbe Mfg. Co., Rochester 3, N. Y., have published a completely revised, 70-page Supplies Catalog No. 4071. Each product group such as folders, vertical guides, card guides, cards,

etc., is shown separately for convenient locating. The price of each item appears immediately adjacent to the catalog number. Complete descriptions are supplemented by liberal illustrations.

ACCOUNTING MACHINE

Burroughs Corp., Detroit 32, Mich., makes the medium priced Director 600 line of Burroughs Accounting Machines, especially designed to meet the ever increasing demands for a medium priced accounting machine from the wide market that seeks a front feed carriage and accumulated proof total. The line will give added emphasis to the practical advantages of machine accounting in even the smallest business. The wide throat of the front feed carriage makes form insertion a smooth, one-hand operation.

Front and rear guides keep the forms straight. A full width plastic aligning device provides for hairline accuracy. The readily accessible unit construction stop and control bar assembly of the Director 600 snaps in and out of place with ease. This provides great flexibility and insures against obsolescence arising from form changes. Operators will find the machine's shadow touch keyboard pleasing. A newly designed stand, included in the price of the machine, places the keyboard and carriage at the proper level for efficient listing and form handling. The machine is mounted at the right of the stand with a fixed check table attached to the left. The Director 600 has streamlined case finished in Burroughs new amber gray enamel scientifically blended to reduce glare from reflected light. The machine is reasonably priced to start with and will cost less to operate and maintain during its long life.

FILE STORAGE BOXES

Office Equipment Mfg. Co., 2208 Summer St., Dallas, Texas, makes Permafile simplified, fast-closing-and-opening storage boxes with steel closures. Permafile Storage Boxes are stronger and safer because of a 3" metal strip of 22-gauge steel which extends the full length of the box and is shaped to fit over each end of the box. An integral part of one flap, the steel strip laps over the other flap when in closed position, assuring dustproof construction. Cords attached to each end of steel strips are quickly

secured to fiber buttons to close box. Permafile Storage Boxes' one-piece construction features a fully reinforced bottom; fiber glass tape secures bottom more firmly; holds heavier loads. The stronger, longer-lasting boxes are more impervious to moisture and the smooth inside of bottom insures neat filing. Available in 25 sizes, packed flat and

knocked down, for inactive files, sold through office supply and equipment dealers. Dealer inquiries invited.

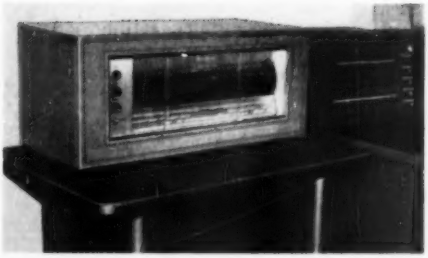
BOOK PHOTOCOPIER

Cormac Industries, Inc., 80 Fifth Ave., New York 11, N. Y., announces the Cormac Book-Printer. This is a separate unit designed for use with the regular Cormac Junior or Senior processing units. It is especially designed for copying from the pages of bound books. The Cormac Book-Printer is 20" x 13" x 9", plugs into any electric outlet and makes exact copies up to 14½" x 11" from books, documents, pamphlets, ledgers, newspapers or maps of any thickness.

The light exposure plate takes any page in an open, bound volume, or any part of a page, separately. Even tightly bound books with extremely narrow margins can be copied. Machine is constructed of white and gray Plexiglas and has an automatic electric timer that can be adjusted for all exposure needs. A push button release stops and starts the 120-watt light. Normal exposure is a few seconds. The Cormac Book-Printer weighs only 20 lbs., costs $129. Full information from above address.

MUSIC SYSTEM

J. P. Seeburg Corp., 1510 N. Dayton St., Chicago 22, Ill., offers a service for background, work music to any office or plant anywhere in the country. Available on a lease-purchase plan, it includes



a high fidelity sound system with speakers and the Seeburg Select-O-Matic with 400 musical selections which provides automatic programming without attendants. Special programs can be played when desired. The system also provides for paging and public address service. A music library of selections is furnished on a separate monthly fee basis. The Select-O-Matic can be added to existing sound or paging systems. Complete information from above address.

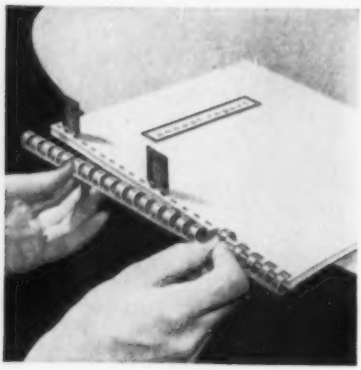
SECOND-SHEET SETS

Rogersnap Business Forms, 139 Howell St., Dallas 7, Texas, has added Rogersnap Carbon Interleaved Second Sheets to its line of business forms. These make cleaner, crisper copies without carbon shuffling or soiled hands. Legibility of copies is assured because new, one-time carbon is used for all copies. Typists work faster and more efficiently with carbon attached second sheets. Attractively packaged with a specially designed cut-out for quick, easy access to

sheets, Rogersnap Second Sheets offer sales appeal for volume selling. Available in white, yellow, pink and blue, the second sheets will fill almost any filing or mailing procedure for copies. Further information and prices from above address.

PLASTIC BINDING

Plastic Binding Corp., 732 Sherman St., Chicago 5, Ill., makes do-it-yourself plastic binding which can be applied by hand to limited quantities of catalogs, reports, presentations, manuals and similar books by means of Plastico Alignment Pegs, available without cost from licensees of above firm. The method allows adding the de luxe appearance and convenient flat opening of genuine Plastico Binders, even for quantities as small as one or two books. Average office per-



sonnel, without special equipment or skill, can quickly and easily add the plastic bindings in any color or size. To protect against spoilage of costly finished sheets by allowing inexperienced workers to do the punching, the company advises users to obtain pre-punched sheets and covers from Plastico licensees, together with bindings of the desired style and color. Sheets can then be typed, duplicated or printed, and assembled with the aid of the free Plastico Alignment Pegs. There are approximately 400 Plastico licensees, located in every major business center in the country. These are binding firms, with the specialized experience and equipment necessary to handle complete production of larger runs of Plastico-bound books, as well as to serve small quantity needs as described. For complete information on Plastico Binders, and name and address of nearest Plastico licensed plant, write above address.

ZIPPER CARTON

Wausau Paper Mills Co., 111 W. Washington St., Chicago 2, Ill., now ships their fine impression papers in an easy-to-open zipper carton. This quick-opening container is as easy to open as a brief case and works perfectly every

time. You simply take hold of the zipper tab and pull. The edges are clean-cut. There are no flaps to peel or tear off, no marred packages or torn wrappers in opening; no damaged carton to look untidy on the shelf or in the storeroom. The top remains in one piece, a perfect lid for the carton. This zipper carton is a great convenience in unpacking as well as a timesaver. Wausau adopted the new carton to relieve customers of prying, gouging or cutting to get to the contents. With the zipper carton, there are no hard, tenacious glue-flaps to wrestle with, no clinched staples. No tools of any kind are needed to open it. After zipping, there is no destruction to the carton. The one-piece cover helps keep the packaged paper clean while on the shelf or in storage.

VISIBLE TAB CARD SYSTEM

Wassell Organization, Inc., Westport, Conn., has developed a method of giving perfect vertical visibility to file guides in tabulating card trays. Called Self-Guide, it consists of four easily installed parts: two end plates and two guide rails. When the tabulating cards are corner-notched in a special corner cutter

which cuts up to 20,000 an hour, they snugly fit the guide rails. Un-notched guide cards ride slightly above the rail, so that the indexes printed on their upper edges become readily visible for easy reference. All cards can be run through the machines with no danger of jamming. Prices of Self-Guide units vary, depending upon the size of the tabulating trays to be fitted. Complete information is available from above address.

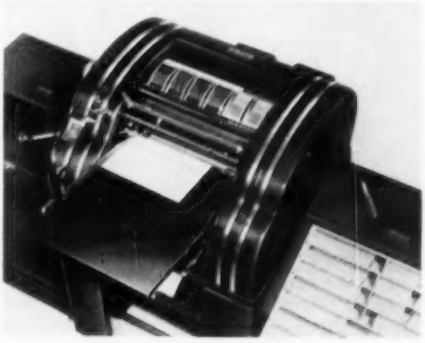
STORAGE BINS

Irwin Casper, Inc., 401 Broadway, New York 13, N. Y., offers Bulk Bins which anyone can assemble or disassemble without tools, screws or bolts. A unit is 3 ft. square and 6 ft. high. Shelves can be placed at any point as close together as 6". Uprights are heavy steel. Shelves are seasoned, selected structural lumber with individually mortised and tenoned crossbars glued to the frame. Top shelf can be pallet loaded and will take heavy

loads without sway or give. Shelves can be adjusted to store large or small units. Bulk Bins are ideal for temporary or permanent storage and units can be expanded whenever necessary. Their versatility allows stockroom employees to provide whatever storage space they need without outside assistance. Illustrated literature with specifications and prices from above address.

SPIRIT DUPLICATORS

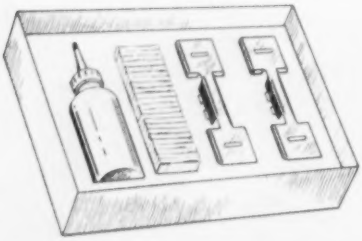
Copy-Craft, Inc., Dept. O-1, 105 Chambers St., New York 7, N. Y., are U. S. representatives for Ormig spirit duplicators which can eliminate or shift columns automatically. This permits the selection of data from a spirit master by



columns in various combinations without masks or blockouts. Columns that are widely separated can be re-assembled and condensed on smaller paper, all at one feeding. Thus the machine is able to solve intricate invoicing problems, such as partial deliveries, changes of quantity or price, or elimination of confidential data from some of the copies. Ormig also makes a fully automatic line selection machine. Using only one spirit master and with only one feeding, this machine permits the printing of one to three individual lines in combination with both constant and variable headings—all without the use of masks, blockouts or second masters. This machine is of particular value in production control systems and can make parts-order systems absolutely foolproof. In addition, Ormig, originators of the spirit duplicating process 30 years ago, makes a complete line of spirit duplicators which employ a direct moistening device that gives unusually brilliant copies and long runs. This line ranges from a small portable hand model to a high speed fully automatic duplicator with electronic speed-control. All Ormig machines are sold and serviced throughout the U. S. by Copy-Craft, Inc.

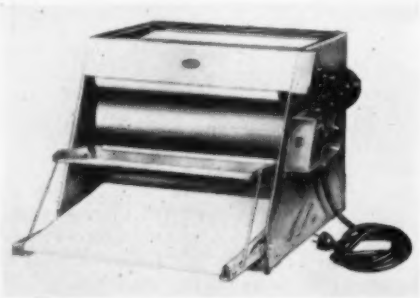
OFFSET STREAK ELIMINATOR

Roll-O-Graphic Corp., Dept. OF1, 133 Prince St., New York 12, makes Ejector Wheel Streak Eliminator for all models of Multiliths. This prevents any streaking caused by ejector wheels running over the printed copy. The Roll-O-Graphic Streak Eliminator snaps on and off the Multilith in a jiffy. It provides savings by allowing the use of paper pre-cut to finished size before running, instead of the wasteful use of oversize paper. Jobs can be packaged as they come off the press. This eliminates the double handling required when jobs have to be trimmed after printing—after waiting for job to dry. The Ejector Wheel Streak Eliminator kit is packed complete with generous supply of pads and Streak Eliminator Fluid, unconditionally guaranteed. Kit costs $4.95 and can pay for itself on a few jobs.



PRINT DRYER

Fedco Products, 39 Murray St., New York 7, N. Y., makes the Model 400 Glossomatt continuous dryer for glossy or matte prints. It has a seamless stainless steel drum and a capacity of 50 8½" x 11" prints an hour. It will take print papers of any weight up to 14" wide. Accurate thermostat control assures uniform heat close to drying surface with minimum current and no scorching. Direct motor drive eliminates belts and chains. Rollers and drum rotate on needle bearings. Automatic take-up on canvas apron. Self aligner keeps adjustments to a minimum. Fan cools motor for efficient continuous operation. Replaceable cloth belt. Built-in squeegee for making glossy prints when desired. Drum can be released for cleaning. The Glossomatt is 18" x 24", 15" high; uses only 660 watts at 120 volts AC, costs $225. Illustrated literature from above address.



printing press quality

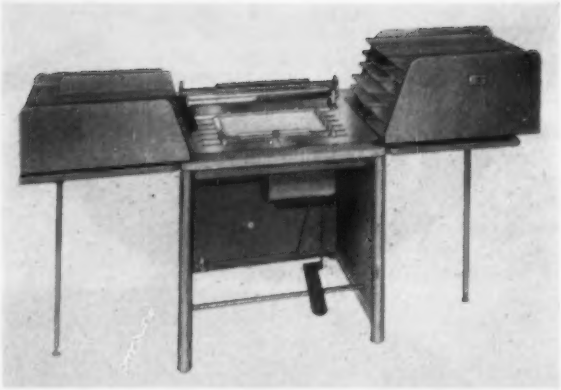
use the revolutionary mimeograph

The B D C mimeograph produces the kind of copies often referred to as printing press quality. Each character is clean and sharp. There are no ragged, feathery outlines that typify ordinary mimeograph work. The secret is the unique B D C design that has revolutionized mimeograph standards. Similar to a printing press, the B D C uses the same kind of ink printers use – a heavy paste that cannot flow or spread or feather. Because this quality result is inherent in the machine and ink, any office worker gets printing press quality routinely – yet always stays clean because the B D C can't leak. *Write for complete information. Bohn Duplicator Corporation, 444 Fourth Avenue, New York 16, New York.*

$179.50 + FET

BDC REX-ROTARY

FORMS TIPPER



J. Curry Mendes Corp., 1 Curry Lane, Canton, Mass., makes the Tippy, a tipping machine for the semi-automatic tipping and spot-gluing of snap-out forms. It is quickly set up for any size sheets from the smallest up to 17" x 22". Any employee can quickly learn to produce high quality, accurate output with the Tippy which eliminates jogging, padding, and slicing, as well as spoilage. The average operator, working an 8-hour day, can average 2,000 sheets an hour. Completed sets of forms are ready for packaging. Occupies only 77" x 30" of floor-space and glides allow it to be easily moved (weighs 270 lbs.). Operates on ¼-hp, 110-volt, 60 cycle motor. With six paper feed trays and four carbon feed trays, the Tippy is $995 f.o.b. above. Write for illustrated literature showing this and larger forms machines.

WIRING SYSTEM

Wiremold Co., Wiremold Place, Hartford 10, Conn., makes the Plugmold 2000 outlet system, which can be installed at any desired height along walls or on

desks, counters or benches. It can be tied in to an existing system at any outlet, without tearing out walls or floors. To take care of all types of outlet requirements, Plugmold is available with 2-wire Nema grounded receptacles, 2-wire duplex hot receptacles and 3-wire duplex receptacles with one side hot and one side switched. All three fit the same raceways. Standard spacings for outlets are 30", 18" and 6". The shorter spacing allows keeping several office appliances plugged in ready for use, without the hazard and clutter of "octopus" wiring and without the inconvenience of disconnecting one appliance to plug in another. Plugmold is approved by the electrical and building industries and by adequate-wiring consultants. Full information from above address.

ELECTRIC TYPEWRITER

Underwood Corp., 1 Park Ave., New York 16, N. Y., continuing its swing to color, announced that orders are being taken for Underwood electric typewriters in three distinctive color styles. In addition to the standard shade of Underwood gray, the company's Finger-Flite electrics may now be purchased in two-tone ivy green, Brewster green and two-tone tan. Chosen to blend with virtually any office motif, the non-glare colors were first seen on the Underwood portable line introduced last year after an exhaustive market survey of color preferences. Enthusiastic reception of the eye-appealing portables prompted Underwood to accent the colorful in its electric typewriters.

Perfect copies in just 15 seconds

Whatever copying is done in your business – letters, invoices, orders, newspaper or magazine clippings, charts . . . in fact, anything written, drawn, typed, or printed – the THERMO-FAX Copying Machine can do it 10 times faster than your fastest typist, without error and at a fraction of the cost!

The THERMO-FAX Copying Machine – made by the inventors of "Scotch" Brand Cellophane Tape – copies originals up to 8½ x 14 inches in size, whether on transparent, opaque, or two-sided paper. Copies are made without messy chemicals, special masters, or noxious fumes – it's a one-step process, completely dry from start to finish. So simple and easy, anyone in your office can turn out quality copies without lengthy instructions.

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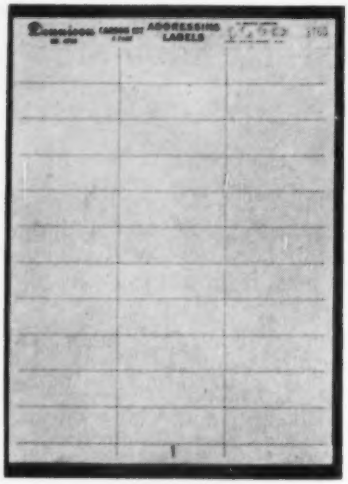
CARBON-INTERLEAVED ADDRESS LABELS

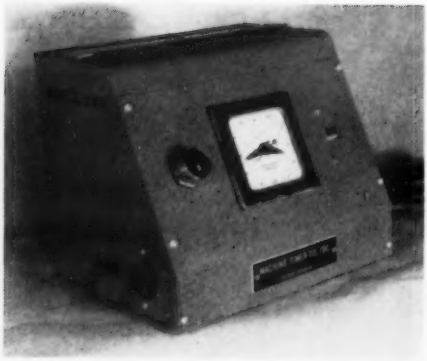
Dennison Mfg. Co., Framingham, Mass., offers Carbon Set Addressing Labels. Each set has four sheets, each with 33 standard addressing labels with interleaved carbons. There is no slipping and



sheets stay lined up until snapped apart. Sheets are numbered for identification and the sets are consecutively numbered for records. There is extra space at the bottom for easy typing of the last labels. Free samples from above address.

EQUIPMENT TIMER

Machine Timer Co., 10 Park Place, Staten Island 1, N. Y., introduces the Machine Timer. When used in conjunction with any electrical accounting, billing, addressing, statistical, reproducing or other electrical office equipment, the Machine Timer records the number of hours the equipment is in actual use. The timer automatically starts when the equipment starts and stops when equipment stops running. The Machine Timer is equipped with a clock for daily readings of the hourly productivity of each piece of electrical equipment and a cumulative elapsed time meter which permits ready comparisons of hourly utilization



of equipment week-to-week, month-to-month, etc. It can be used to establish and maintain work standards. As a by-product, it will furnish data for developing costs to be charged to specific jobs. When equipment is on a service contract, by establishing the number of hours of actual use before servicing is required, the Machine Timer assures that equipment is not serviced sooner or more often than required, to reduce service costs. The Machine Timer is available in 110 and 220 volt models with two or three wire plugs and outlets for electrical office equipment. Priced at $97.50. Illustrated literature from above address.

FIREPROOF DESK

Shaw-Walker Co., Muskegon 50, Mich., makes a fireproof desk which combines the time and space economies of their Work-Organizer desk with certified point-of-use fire protection and security

Now—Turn Printed Sheets

IT'S A PLEASURE . . .
When you dictate with the new EXECUTIVE SCRIBE.

The EXECUTIVE SCRIBE is the dictation system of the future . . . years ahead of competition.

The executive desk sets shown here are the only pieces of equipment that you will ever need in your office. In addition to the alternatives below, there is an executive desk station available which eliminates the necessity of holding anything in your hand. You can work with both hands while you dictate.

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The EXECUTIVE SCRIBE has a range of accessories designed to satisfy the most discriminating executive. Whether you choose the unit with the miracle mike, the telephone hand set, or the executive station, we know that you will agree that Scribe is years ahead.

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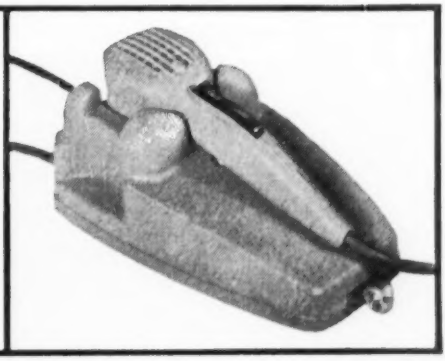

Now—Turn Printed Sheets into Finished Booklets

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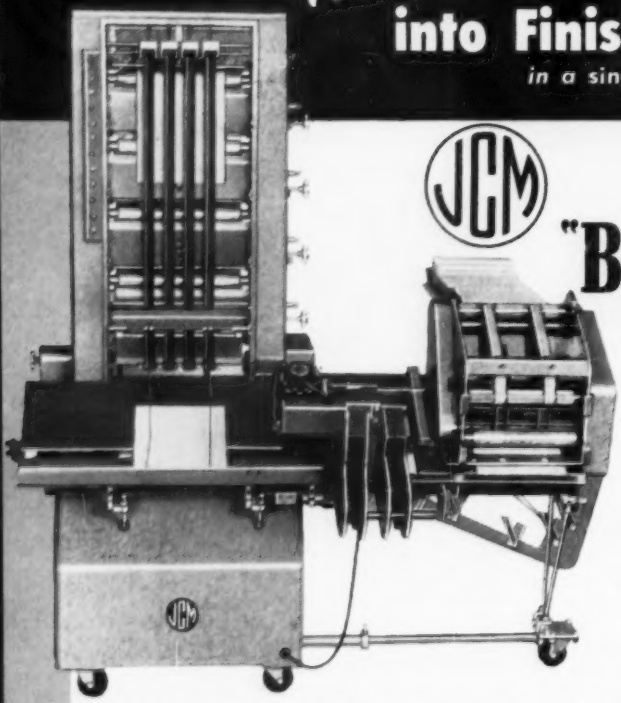
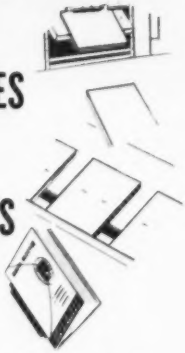


with the

VERTICAL "Bookleteer"



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- **SPEED**—*up to 3000 per hour*
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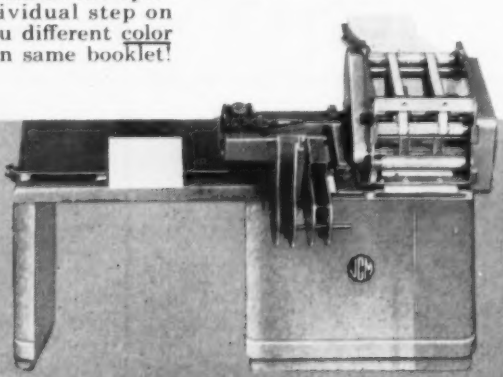
- **SAVING**—*1 operator does the work of 8*

Here's the latest JCM achievement to help you save binding costs! This fast, accurate 4 or 8-station Vertical Collator combined with Jogging, Stitching, Folding and offsetting delivery Attachment turns out completed booklets practically by itself. Does all this in one operation—faster than any individual step on present equipment! Gives you different color pages and weights of stock in same booklet!

New JCM "Binder-Matic" JOGS, STITCHES, FOLDS

Combines with your present hand or machine collating system. Just throw in pre-gathered sheets — Binder-Matic jogs, stitches and folds. Handles up to 16 pages, produces up to 64 page finished booklets.



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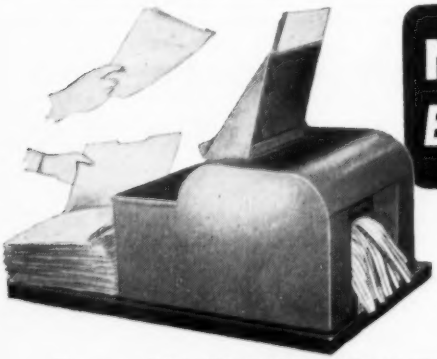
Western Offices and Plant: 500 S. Clinton St., CHICAGO, ILL.
Eastern Offices: 22 E. 29th St., NEW YORK, N. Y.
West Coast Offices: 1826 S. Hope St., LOS ANGELES, CALIF.

for records. The desk is designed for use by personnel who regularly work with irreplaceable records. The left pedestal is a two-drawer Fire-File bearing S. M. N. A., Shaw-Walker Certified Protection and Underwriters' labels. Equipped with signal plunger key lock or combination lock to prevent unauthorized reference. Desk has 66" x 32" rimless, roll-edge tan linoleum top for a most comfortable working surface. Besides general office use, this fireproof desk is suitable for small professional or business office and home use. Illustrated literature from above address.

INTERCOM SYSTEM

Stromberg-Carlson Company, 100 Carlson Road, Rochester 3, N. Y., makes the F-40 internal dial telephone system with up to 40-line capacity and central office connections. The entire switching and power unit is completely housed in a compact cabinet with neutral gray finish and attractive trim, which looks like an office storage cabinet. It is only 6 ft. 4 in. high, 4 ft. 1 in. wide and 2 ft. deep; occupies less than 8½ sq. ft. The interior is acoustically insulated with Fiberglas so that the

normal equipment noise is reduced to less than that of a standard typewriter. For receiving and routing incoming calls, attendant has a key-type turret which looks like an adding machine. A hand-



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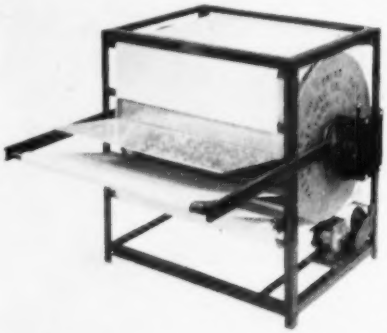
set telephone in gray. Tenite is normally furnished for the attendant's use, but provision is made for plugging in an operator's headset if desired. Attendant can monitor central office calls, either incoming or outgoing, without interfering with dialing or established connections. The attendant can offer an incoming call to an internal telephone user or answer a recall signal without the calling party hearing the conversation. Internal calls and calls to central office circuits are completed by dialing, without the services of the attendant. System has a capacity of 40 local (internal) lines and 10 trunks (central office connections). Cabinet is on casters and can be rolled into position. All equipment is contained in it. It is only necessary to connect the telephone cable leads and plug into a standard 110-volt AC outlet. In the event of power failure, emergency service is provided by a 48-volt dry battery. This system can be obtained only through the local telephone company. Details from above address.

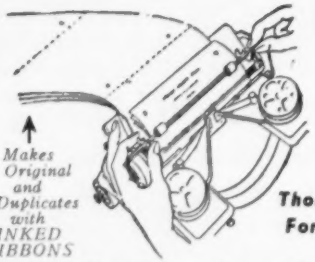
PRINT DRYER

Simplex Specialty Co., 116 West 14th St., New York 11, N. Y., makes the Simplex Peerless Senior Print Dryer which offers increased print drying capacity at



minimum cost. It is a compact unit for photocopies, blueprints and other photographic papers and will give long, trouble-free service. Positive alignment of the single 20"-wide belt prevents slipping and creeping. Thermostatic heat

DUPLI-TYPER Ribbon Attachments



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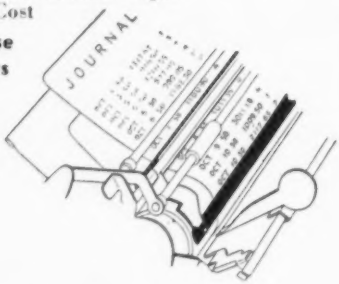

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ping and creeping. Thermostatic heat control provides drying of all standard weight papers at a rate of 130 8½" x 11" prints an hour. Unit is 28" wide, 31" deep, 25" high; plugs into any 110-v. AC or DC outlet, drawing only 12 amps. Takes prints up to 18" x 24" in size. Descriptive literature from above address.

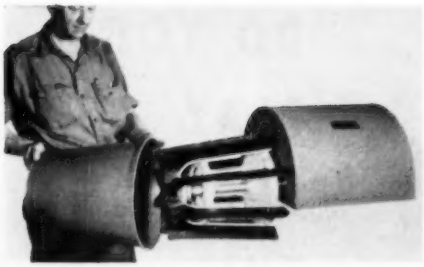
CARBON PAPER RIBBONS

Columbia Ribbon & Carbon Mfg. Co., 951 Herb Hill Road, Glen Cove, N. Y., makes the Columbia No. 929 Smooth and No. 949 Medium Smooth Carbon Paper Ribbons which, unlike older style ribbons, write smoothly and evenly on most letterhead stocks and even on lower quality papers used for interoffice corre-

spondence. Upper case characters no longer tend to "jump" off the paper. Capitals, as well as lower case characters are clear, distinct and smooth, giving an overall, consistent color uniformity to the typed page. Available for all carbon paper ribbon using typewriters, the Columbia 929 Smooth and 949 Medium Smooth ribbons are highly resistant to smudging and smearing from handling and folding.

WASTEBASKET SCRUBBER

Fuller Brush Co., Hartford 2, Conn., makes a wastebasket scrubber for large offices. With it, an operator can clean



200 wastebaskets an hour. The unit was designed at the request of the home office of an insurance company. The scrubber does a more thorough job than the hand method of cleaning dirt, cigarette ashes, coffee grounds and food scraps from baskets. The machine is installed on a bench top, waist high. An operator places the baskets, one at a time, over a nylon brush. A hand switch starts the brush rotating. Wastebaskets

"I hated filing too, before CORRES-FILE.. now it's laborless filing – and in half the time!"

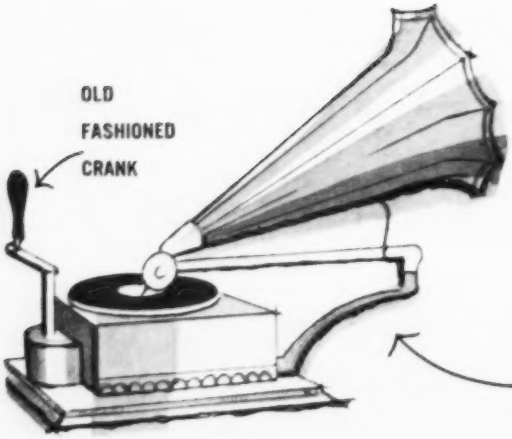
For 60 long years the 4-drawer file has been a necessary evil — since 1893 filing clerks have been pulling, pushing, stretching, stooping, kneeling, squatting — performing more like gymnasts than office workers. No wonder the personnel turnover for filing clerks is the highest — and comparative efficiency the lowest. But, at last, filing drudgery can be eliminated. Office modernization can include the filing system too — because Corres-File has become a reality. Designed to fill a vital and specific need, Corres-File eliminates more than 50% of clerical operating time — this brings your filing operation up to new heights of filing speed, efficiency — and economy. Send today for complete information.

THERE'S A CORRES-FILE NEAR YOU · ASK FOR A DEMONSTRATION TODAY!

EFFECTIVE TOOLS FOR EFFECTIVE MANAGEMENT
WASSELL ORGANIZATION, INC.
WESTPORT, CONN.

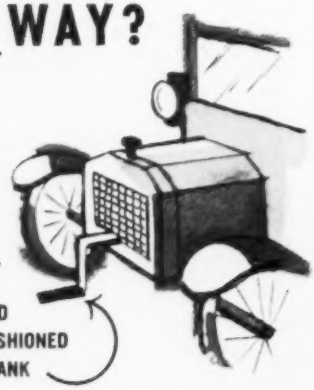
I'm interested in knowing more about Corres-File —and how it can save for me.

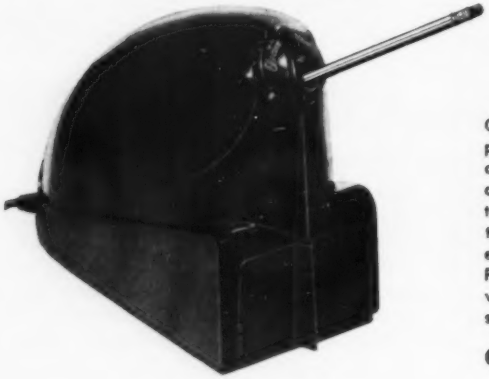
Name .....
Title .....
Company .....
Address .....
City ..... Zone ..... State .....



DO YOU PLAY RECORDS THIS WAY?

OR START CARS THIS WAY?





Crank turning is the outmoded way of playing victrolas, starting cars, grinding coffee, etc. So why run an inefficient, outmoded office. You can do away with the time-wasting, pencil-eating crank type sharpeners by getting a self-starting, electric, completely automatic Electro-Pointer and sharpen pencils the modern way. Saves time, saves pencils. See your stationer or write Stile-Craft.

COMPLETELY AUTOMATIC!

BE MODERN WITH THE *Electro-Pointer*

STILE-CRAFT *Manufacturers* INC.

1825 MACKLIND AVE. ST. LOUIS 10, MO.

need not be of standard design. Brush strips can be made up to suit the shape of the baskets so long as they are circular in construction. The machine costs about $350; the brush set, approximately $52.

ADDING MACHINE

B. Franklin Soffe & Associates, 6399 Wilshire Blvd., Los Angeles 48, Calif., are exclusive U. S. importers of the 10-key Brunsviga G 111 E Adding-Listing Machine which has a keyboard capacity of 99,999,999.99 and totals 999,999,999.99. Its large keyboard allows easy touch operation and machine offers direct subtraction and automatic credit balance. There is a correction key for

single and total clearing and a repeat key for multiplication. Single and double paper spacing control. Automatic tape advance before and after totals and subtotals. Quick, easy ribbon changing; automatic ribbon reverse. The dust-proof mechanism is cushioned on rubber for quiet operation. Rubber rollers allow easy movement on the desk. Precision made in modern design, the Brunsviga gray color is easy on the eyes. Universal motor for AC or DC with radio and TV

Do you use a
DIRECT PRINT COPY MACHINE?

Do you want **CLEARER, SPEEDIER COPIES?**

Try

Patapar Translucent Parchment

Patapar Translucent Parchment 27-45, a new type of Patapar Vegetable Parchment, was developed especially for use as master sheets (originals) for direct print copy machines.

Its clean, even texture and full translucency permits an intense vertical transmission of ultraviolet light which results in speedier operation and infinitely clear copies.

Note these other advantages:

- **Excellent writing surface.**
- **Its white color provides contrast and easy reading.**
- **Perfect for printing with regular or opaque inks, typewritten copy and pen or pencil entries.**
- **Price—*Patapar translucent Parchment doesn't cost—it pays!***

For proof of outstanding performance, write on your business letterhead for brochure containing testing samples. Name of nearest distributor on request.

Paterson Parchment Paper Company
Bristol, Pennsylvania
West Coast Plant: 340 Bryant St., San Francisco 7
Sales Offices: New York, Chicago
Headquarters for Vegetable Parchment since 1885

RIGHT-
in any office

200½ TC

3060 SERIES
58" x 32"

261 BC

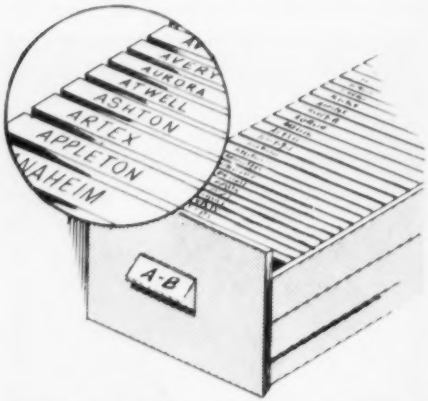
CATALOG OF COMPLETE LINE
BY REQUEST

the WORDEN company
HOLLAND MICHIGAN

interference suppressor. A detachable handle allows manual operation when desired. Brunsviga Calculators have been made in Germany since 1892.

FILING SYSTEM

Fototype, Inc., 1416 Roscoe St., Chicago 13, Ill., makes the low cost Tops Filing System which offers the features of suspension filing but eliminates the need for cradles or frames. There are no tabs; labels mount on the slightly inclined channel top of the pocket. Labels cannot be hidden. The Tops' pockets interlock at the bottom to keep the entire drawer contents upright. Papers



cannot be misfiled between folders or slip to the bottom of the drawer. The interlocking arrangement is easily separated to permit placing additional pockets in the system. Ordinary file folders are used. When a folder and its contents are removed, the Tops pocket remains in the drawer. When the folder is returned, the Tops pocket shows where it belongs without searching for an exact alphabetical position. The pockets fit any file cabinet. Free sample pockets from above address.

OFFSET PLATE

Davidson Corp., 29 Ryerson St., Brooklyn 5, N. Y., announces a line of Photorite Pre-sensitized Offset Plates and related chemicals. Plates are made of

IT'S HERE...

The World's finest, most versatile, and most complete

Magnetic Dictating, Recording & Transcribing Machine

6 years in the making . . . 3 years of field testing under actual operating conditions in both Europe and the United States

The SENSATIONAL *Vanguard*

with the Master-Magic RECORDING SHEET

and the Master-Magic Duplicate Sound LETTER

A new era in dictation-correspondence!

SPECIAL DISTRIBUTOR PREVIEW

We really have something good. If you are interested in an exclusive franchise, and have previous dictating machine experience, we invite your inquiry. Please use your letterhead, and give complete information about your firm and territory desired for prompt action on a franchise. We will then send you full particulars.

P. O. Box 3049, Telephone 3-6464

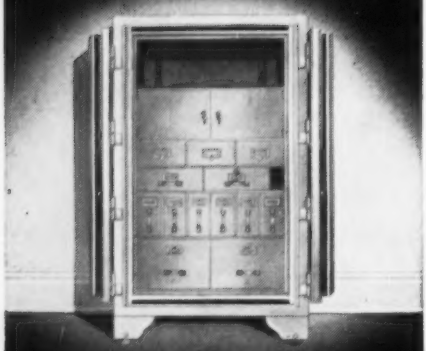
OERLIKON

BUSINESS MACHINES DIVISION
ASHEVILLE, N. C.

The Vanguard is the only machine of its kind on the approved United States Government Purchasing Schedule

THE ULTIMATE IN

Fire Safety



This is a Meilink Class A safe. You can't buy a safe which will give your priceless records a higher degree of protection from fire. For this safe, like all Meilink Class A safes, has passed Underwriters' Laboratories ultimate fire-explosion-drop test. Remembering that 4 out of 10 companies suffering a severe fire never open their doors again, you will not be satisfied with anything less. Various sizes, single or double door, with flexible interior arrangements. In the Yellow Pages or write the Meilink Steel Safe Co., Toledo 6, Ohio.

with MEILINK SINCE 1899 it's for keeps

Meilink Steel Safe Co.
1672 Oakwood Ave., Toledo 6, Ohio

Please send me your folders on Meilink safes and Hercules insulated steel files.

Name _____

Company _____

Street _____ *Zone* _____

City _____ *State* _____

special paper and are priced considerably below metal plates. They are for all types of offset printing including solids, halftones and linework. Length of run and dimensional stability are said to be excellent. Photorite Plates can be developed with only one solution when they are to be used for short runs. They do not require the use of a whirler, darkroom or sink. Photorite Plates are available in sizes for all Davidson machine models and other small offset presses. They are being marketed by Davidson's nationwide distributor organization.

PORTABLE TYPEWRITER

Alma Office Machine Corp., 164 West 25th St., New York 1, N. Y., offers the Jolson Portable Typewriter which weighs only 9 lbs. and has a two-color ribbon. Its 10⅛" platen will take a No. 10 envelope. It has a full size, 84-character keyboard, roller bearing carriage movement, fingertip shaped keys, visible scale, automatic

ribbon reverse, quickly set margins, retractable paper supports and key to free jammed type bars. It takes standard ½" ribbon spool. Its size, 2 9/16" high by 11" square, allows it to fit a briefcase or desk drawer. Detachable top cover has carrying handle. Built for simple maintenance with easy access to all parts and fully guaranteed. Literature from above address.

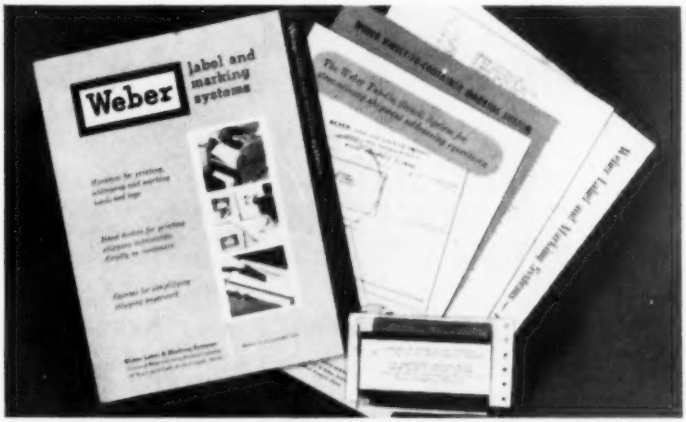
This "free" file-folder kit will show you . . .

How to simplify your shipping paperwork

Cost-conscious firms have discovered that the key to efficient shipping and packaging operation is a fast, low-cost system for addressing and marking containers. That's exactly what this File-Folder Kit is about.

Described and illustrated are systems that make shipment addressing and product identification marking faster, cheaper and more accurate. You'll see how addressing operations can be tied-in with the preparation of shipping paperwork, and how the entire chain of events leading to the addressing and marking of your shipments can be streamlined. And there are also product samples that you can try out!

Never before has so much factual information been offered on this important subject—and it's all yours without charge or obligation. Make sure you get your Weber Label and Marking Systems File-Folder Kit right away! Simply fill out the coupon below and mail—today!



NOTHING LIKE IT EVER BEFORE! Not a catalog of products, but a file folder of systems created to streamline shipment addressing and marking, and simplify shipping paperwork.

Weber

label and marking systems

Division of Weber Addressing Machine Co.
Mount Prospect, Illinois Phone: CLearbrook 3-2405

☐ Please send me a Label and Marking Systems File-Folder Kit.

☐ Also, we would like to talk to your representative as soon as possible about improving our shipment addressing and marking operations, and simplifying our paperwork.

Weber Label and Marking Systems
Dept. 8A, Mount Prospect, Illinois

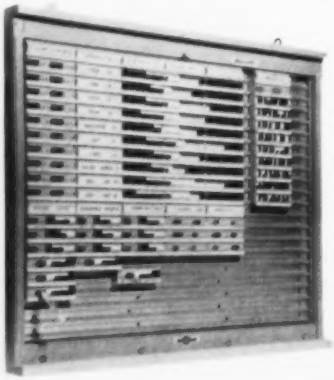
Company_____

Individual_____ Title_____

Address_____

City_____ Zone____ State_____

PLANUMATIC
Control



. . . NEW MODERN WAY FOR THE PRESENT AND FUTURE PROGRESS

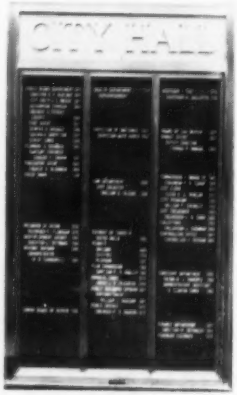
"Effective visual control of operations is achieved by use of sliding and revolving color and numeral discs. The needs of all phases of business and finance are quickly and accurately recorded. Keep abreast of schedules and competitive markets with Planumatic."

Get the facts, write

LANSDALE
PRODUCTS CORP.
LANSDALE, PENNA.

DIRECTORY BOARDS

Acme Bulletin & Directory Board Corp., 37 East 12th St., New York 3, N. Y., makes changeable directory boards for larger offices and office buildings. In a bronze frame with cast bronze heading, from two to ten panels can be



had. Each panel is 7½" wide and 32" high; takes up to 76 name changeable strips. Other directory boards with aluminum or wood frames are made in every size and style. These are attractive and dignified, never become obsolete. Free catalog and price list from above address.

SPIRIT MASTERS

Speedliner Co., 4404 N. Ravenswood Ave., Chicago 40, Ill., makes the No. 9000 Stainless master for runs up to 150 copies, and the No. 9111 Stainless for runs up to 400 copies. These are stainless and smudge-free; will not soil the user's hands or typewriter. In addition, dealers and users are offered a special service on pre-printed masters, both regular style and kiss-printed. Printed masters come in 8½" x 11", 8½" x 13", and 8½" x 14", with other sizes on request. Printed masters allow duplicating all the printed, constant, copy together with whatever variable copy is added. Kiss-printed masters allow duplicating only the added variable material and are used to register this variable on forms con-

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★ THE DECORATION & DESIGN

★ ALL THE FURNITURE

FOR YOUR

FINE OFFICES

If you need help in the complete planning and furnishing of your offices . . . if you want them to be different and distinctive, yet sensibly efficient, you'll welcome the single-source convenience of our service. Our trained experts plan and take over the entire job of design. Our specialty is to provide unusual furniture, CUSTOM-MADE, planned to your work needs . . . at a practically-low cost.

Serving America's largest on a national basis.

Your inquiries will receive our careful attention.

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REDUCE Fatigue...
INCREASE Efficiency
WITH
Foot Comfort
RUNNERS and MATS

HERE'S THE SECRET

Premium rubber tile, permanently bonded to a resilient sponge base. FOOT COMFORT Runners and Mats reduce fatigue by providing restful support to all who work standing. They pay for themselves in increased worker efficiency. Used at counters, machines, in corridors, etc. For Offices, Banks, Plants and Homes. Beveled edges; 8 marbelized colors.

MATS: 18" x 30" 18" x 48" 24" x 36" 36" x 64". RUNNERS: to 36" width, any length.

See your local office supply dealer or write FLOORING DIV., Dept. C-1 for prices, literature.

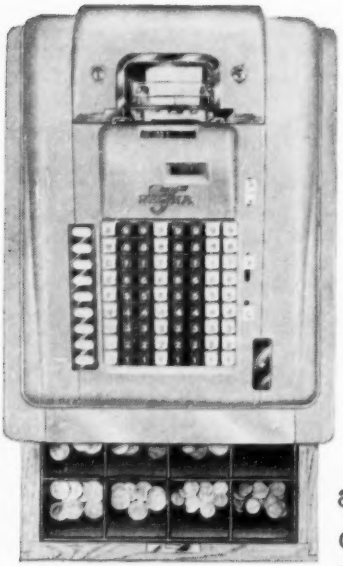
THE HYGIENIC DENTAL MFG. CO.
AKRON 8, OHIO, U. S. A.

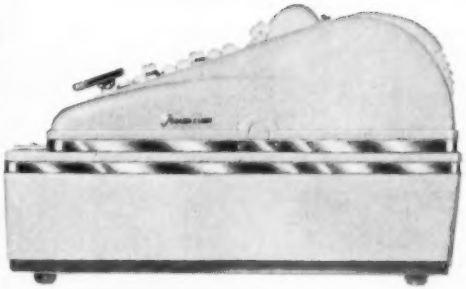
taining constant copy similar to that kiss-printed on the master. This saves time when extra copies are needed only occasionally. Full information and prices on all above styles of master units can be had free from above address.

VISUALIZER CAMERA

M. P. Goodkin Co., 889 Broad St., Newark 2, N. J., makes the Camera Lucikon, a visualizing camera which will enlarge or reduce opaque, transparent or three-dimensional copy by 400% in natural color. Copyboard is 29" sq. and the 24" sq. projection surface is free of obstructions. Hand shadow is

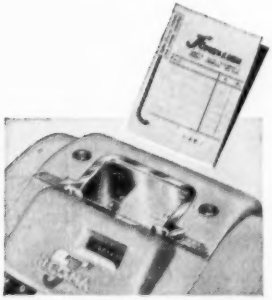
eliminated and no darkroom is needed for tracing. Calibrated white-faced steel tapes in percentages and decimals assure accuracy and speed for making layouts of varied materials. A pressure back allows making photocopies, line negatives, halftones, silk screen stencils, etc. Camera can be used as a light table. Lens and copyboard have parallel adjustments on all four corners for accurate projection. Exhaust fan takes heat away from operator. All work is below





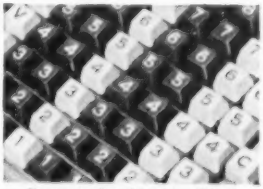
a new concept of cash register design

If there is *one* cash register which fully meets the performance and budget needs of *all* small and medium size retailers—surely it is the magnificent new Regna DeLuxe! A cash register . . . an adding machine . . . a bookkeeping machine—it is ideally suited for the multiple functions of cash protection, cash-credit control and general figurework. Sturdy, precision-built, soft-spoken . . . virtually maintenance-free! And note the Regna's trim, rounded styling: so elegant, compact, unobtrusive. Yet for all this versatility and beauty, the Regna is low-priced, within easy reach of the smallest storekeeper! New manual or electric models with through-colored Carbamide cases in green, ivory and maroon.



Regna can print double cash receipts (one for store, one for customer).

Visible item indication shows clerk and customer individual items, total.



New square-shaped "sculptured" keys are far easier and faster to operate.

A complete stock of Regna parts is located in service centers throughout the U. S.

Regna Cash Registers, Inc.
175 Fifth Avenue, New York 10, N. Y.

Gentlemen:

Please send details and prices on the Regna Deluxe Cash Register plus information about becoming a Regna dealer.

Name.....

Company.....

City.....Zone.....State.....

P.E.C.

THE COMPLETE LINE FOR EVERY MACHINE POSTING NEED

POSTING TRAYS AND STANDS

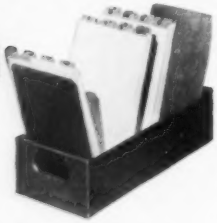
Tray models for sheet sizes from 7" x 11" to 12" x 12". Stands available in skeleton, fully enclosed or with Filing Drawer.

PORTA-MATIC POSTING TRAYS

Porta-Matic Trays available in 12", 14¾", 18" and 23¾" lengths and ten widths from 5" to 17". Lightweight — portable.

REGISTER FORM TRAYS

Five sizes for all standard register and sales book forms.



POSTING BOX

For payroll and other records. Will accommodate sheet sizes up to 9"x11" and 12" x 12".

For prices and descriptive literature, write

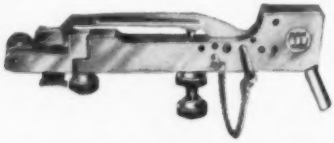
POSTING EQUIPMENT CORP.
1026 Niagara St.
Buffalo 13, N. Y.

Canadian Associate: PRESTON-NOELTING, LTD.
Stratford, Ontario

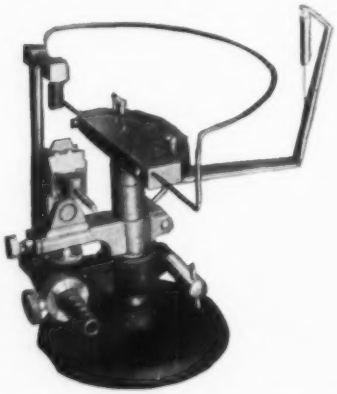
operator's eye-level. The Camera Lucikon takes 30" x 36" floorspace, plugs into any 110 v. outlet, costs $485 f.o.b. above. Descriptive literature from above address.

TYPE SOLDERING GAUGES

Wilhelm Dreusicke & Co., K-G, Lutsowstr. 3, Berlin W. 35, Germany, makes the following typewriter type soldering gauges for all kinds of servicing work.



The Drego Universal Type Soldering Gauge is an easy-to-use, pocket type for popular portable and standard machines. It works quickly, requires a minimum of type adjusting after soldering; costs $8.25 on immediate delivery. The Union



Model 715 Type Soldering Gauge has either mechanical or permanent magnet lock for types with or without level mark. It meets all repair shop requirements and is supplied with one segment sub-plate for three or four different makes of typewriters, one guide block for types with level mark and three guide blocks for types without level marks. With mechanical lock it is $44; with magnetic lock, $56. Additional sub-

DON'T LET YOUR PAPER HANDLING BURY YOU UNDER

If you are an average firm the stack of papers you handled last year is many times taller than all your buildings together!

COMPILES UP TO FIFTY IDENTICAL SETS OF PRINTED MATTER IN ONE OPERATION, ORGANIZING EACH OF 125 DIFFERENT PAGES IN PROPER SEQUENCE FOR BINDING, STITCHING, STAPLING OR BANDING.

INCREASE EFFICIENCY—REDUCE COST IN PAPER HANDLING WITH ACCRA-FEED *Collator*

Faster More Accurately

IT TAKES ONLY ONE GIRL TO OPERATE THE ACCRA-FEED *Collator*

The Accra-Feed Collator makes it possible to assemble reports, forms, specifications or catalogs at a speed reaching 6,000 sheets per hour . . . and without disrupting office routine or diverting personnel from more profitable jobs.

Efficiency is increased. Cost is reduced. After the machine is set it runs itself and shuts itself off upon completion of the job. Scanning devices automatically eliminate unprinted pages. An adjustable micrometer rejects double sheets. An electronic system prevents missing.

The Accra-Feed Collator is already in use at Ford, Chrysler, General Motors, the Labor Relations Board and many other industrial and governmental organizations.

ONE ACCRA-FEED COLLATOR DOES THE WORK OF FIVE OR SIX PEOPLE

WRITE FOR FREE CATALOG
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Name_____

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State_____

PLEASE ATTACH TO YOUR LETTERHEAD

REPRODUCTION PRODUCTS CO.

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VErmont 7-6036

NOW TRANSFER RECORDS TO

STAX ON STEEL

REG. U.S. PAT. OFF.

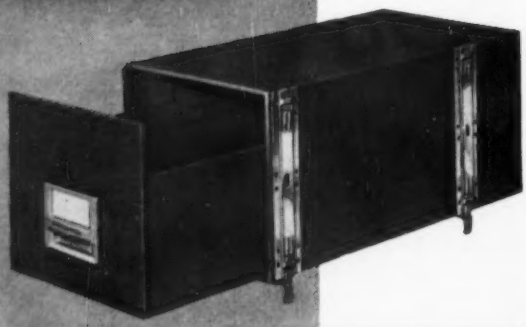
THE ONLY FIBRE BOARD

DRAWER FILE

that "Builds its own steel shelving as you stack it."

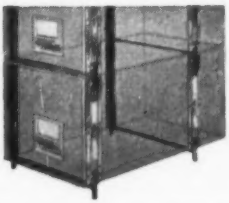
- **Assures free, easy drawer action**
- **No bulging, no sticking with these self-stacking TRANSFER FILES**

STAX ON STEEL files are the only drawer files engineered so the steel framework carries all the load with equal support at all four points of weight and strain.



CHECK THESE FEATURES

- **Heavy gauge rust-proof channel steel side-plates and horizontal steel stackers carry the load, leaving drawers free of weight.**
- **Side plates have key-hole slots for bolting units together side by side. Bolts furnished.**
- **Masonite board is used in front and back of drawers, covered with same high grade corrugated fibre board used throughout. Finished in fade-proof modern office grey.**
- **Heavy metal drawer pull holds identification card. Recessed easy-to-grasp handle. Produces neat front office appearance.**
- **Shipped flat. Assembles quickly and easily.**
- **Stackers on bottom form feet for sanitary base.**



Phantom view shows how one unit stacks on top of other with factory applied steel side-plates and steel stackers making sturdy steel shelving as high as desired.

No. 511 LETTER SIZE

Inside Drawer Dimensions: 12¼" x 10½" x 24" long.

	PRICE, EACH	CARTON PRICE, EACH
ZONE 1	$4.90	$4.70
ZONE 2	5.35	5.15
ZONE 3	5.60	5.40

PACKED FLAT—6 to CARTON. Wt. 48 lbs. Unit consists of four pieces, shell, drawer and two steel stackers.

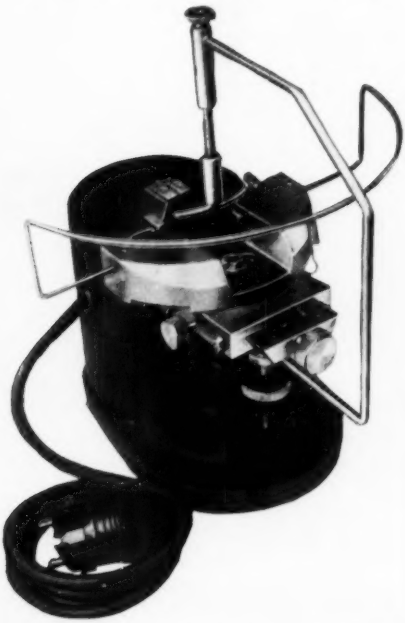
Write for details on Check Size, Legal Size and Conversion Units for Vouchers and Ledger Cards.

SOLD ONLY ON A MONEY BACK GUARANTEE

Send today for FREE Catalog picturing and describing economical record storage products for every business.

BANKERS BOX CO.
720 S. DEARBORN ST.
CHICAGO 5, ILLINOIS

plates, $9 each. The Model 718 Union Type Soldering Gauge allows the most exact adjustment of type in the type block for absolute correct position of typebars during soldering. This model is suitable for large scale assembly work.



It comes with one sub-plate for the desired make of typewriter and one type guide block for types with level mark. With electro-magnetic block it is $123. Additional sub-plates, $9 each. All prices f.o.b. above. More information on all items can be had from above address.

CARBON COPY NUMBERER

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A Division of Self Winding Clock Company, Inc.

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special platform is recommended to provide the machine with a hard, even surface for numbering. These platforms can be equipped with various gauges so that

impressions are made in the correct position on the forms. Illustrated literature describing the machine and showing impression is free from above address.

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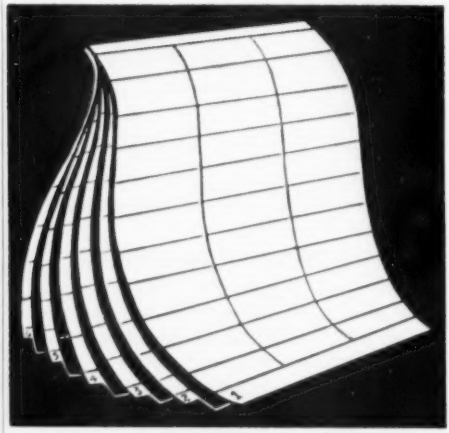

cost addressing labels in any combination of these colors: green, canary, orange, pink, blue, goldenrod and white

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OFFICE FORMS
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Now, anyone in your office can do a perfect job of setting type copy . . . with the TYPRO.

Use it to compose your office forms. Use it, with the smart hand-lettered styles, to give your sales messages more IMPACT. Set display copy for brochures, catalogs, house organs . . . to be reproduced by offset, letterpress, silk screen, and most duplicators.

The TYPRO gives you razor-sharp, professional typography automatically . . . in regular type faces and smart hand lettered styles . . . in sizes 6 to 144 point . . . with additional versatility for unusual, fancy lettering effects.

Slash your type costs . . . save Photostat and camera costs. Make offset plates directly from the TYPRO proofs. Cut paste up, line up, opaquing, and artist cost. Eliminate delay completely.

For full information about TYPRO'S 35 exclusive advantages . . . for a demonstration, clip and send coupon below.

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Company .....
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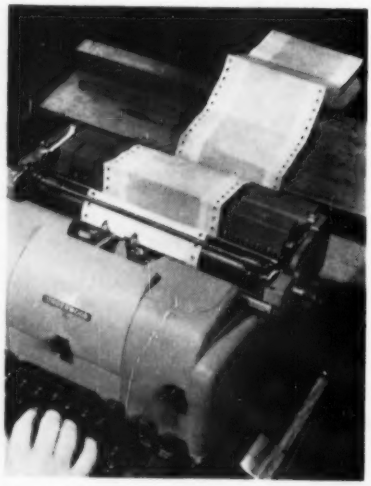
—for extra attractiveness, eye appeal, attention getting, dressing up mailing pieces and coding purposes. Made up in sets of from 2 to 6 parts with 33 labels on a sheet. This is in addition to Penny Label's regular white Carbo-Snap addressing labels which are available 33 and 24 on a sheet. Carbo-Snap label sets are ready to use on any typewriter with no extra equipment or attachments needed. Free samples from above address.

MARGINALLY PUNCHED STENCILS

Weber Label & Marking Systems, Dept. 8A, Mt. Prospect, Ill., makes Weber Continue-Matic continuous marginally punched stencils having a printing area 3¼" wide by 2" deep and primarily designed for preparation on auto-



matic tabulating equipment or on electric or manual typewriters. They are made to be used with Weber hand marking devices and machines to address shipments. Weber Continue-Matic Stencils are made in continuous form on a standard marginal punched carrier sheet. They are perforated every 3" for easy separation and use with the Weber Tag-O-Graph Model K machine for addressing preprinted tags and labels; or with the

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- More filing capacity (+ 33⅓%).
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SPECIFICATIONS

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- Six reinforcement posts.
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- Modern, easy grip aluminum hardware.
- Safety rebound drawer catch.
- Best grade furniture steel electrically welded and fabricated by master craftsmen.
- Full plunger cabinet lock available.
- Folders and guides available.

Colors: grey or green; Frost Tan or Frost Green

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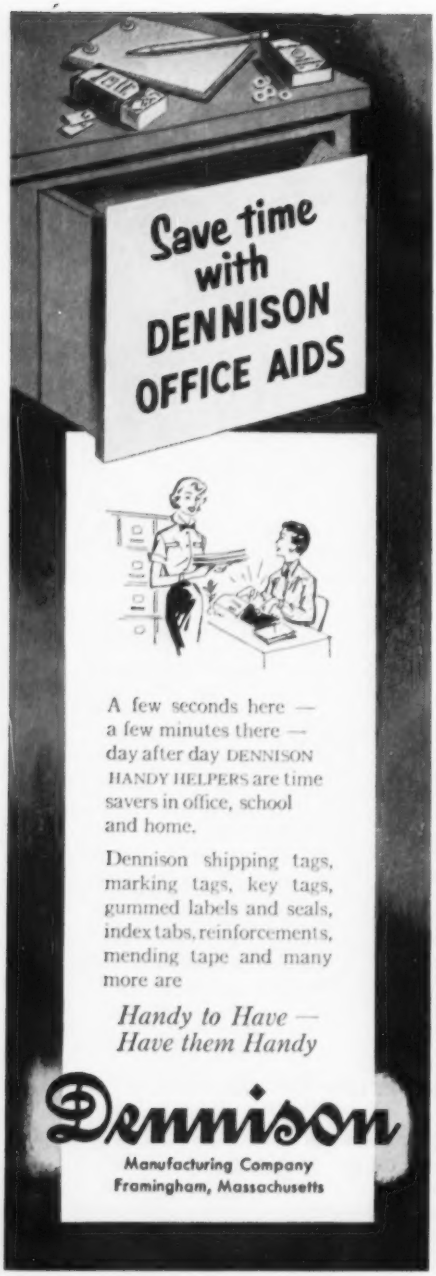

Web-O-Print Model RJ-1 hand printer for addressing direct to shipping containers. Addresses at a rate of 150 per minute. A carbon sheet between the stencil and the carrier sheet allows copy on the stencil to be proofread even when typed without a ribbon. To prepare the Weber Continue-Matic Stencil on automatic tabulating equipment, the name and address punched cards used for preparing orders can be rerun in the same sequence through the tabulating machine to automatically prepare the stencils with the shipping address. Weber Continue-Matic can also be prepared on tape control typewriters or on machines using embossed addressing plates. Stencils are low cost and save time and money through ease of preparation and handling. When large quantities of stencils are to be used daily, they will save time and labor by eliminating repetitious inserting and removing of stencils during the writing operation. Free illustrated folder, describing the system, from above address.

Business Schools

(Continued from page 126)

gence and resourcefulness, the attitudes which make for a good office worker, and general occupational competence? These matters are of mutual concern and should certainly constitute an area of mutual study.

INSTRUCTIONAL MATERIALS. Business can be of help through the provision of materials with educational emphasis. A pamphlet distributed by X Company, for example, for sales or other commercial purposes, usually is not suited to classroom use. Materials, however, which contribute to a better understanding of our business system, of manufacturing processes, of modern methods of office operation, can be quite useful.

RESEARCH. "Just another questionnaire from somebody working on a degree," is the frequent reaction of the receiver of the questionnaire. It is granted that many such researches are ill-advised

You can't win!

With an inaccurate mailing scale, you frequently *over*pay postage, wasting money... or *under*pay, resulting in "postage dues" and loss of customer good will. Even in a small office, the overpayment of 3¢ postage on just a dozen letters a day may waste nearly $100 a year!

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PB scales pay their way in any office. Models for all kinds of mail, including parcel post up to 70 lbs. Ask the nearest PB office to demonstrate. Or write for the free illustrated booklet.

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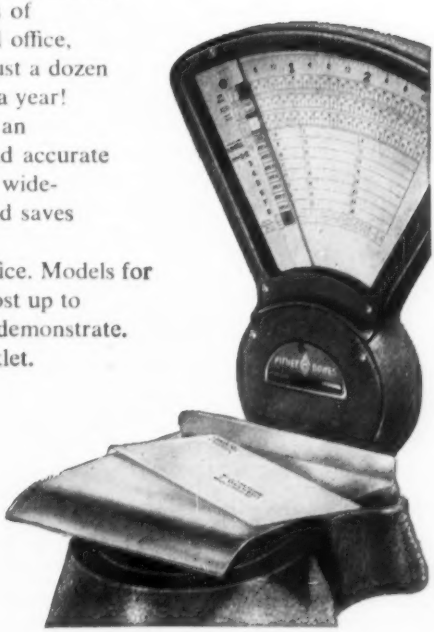

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- MAK-UR-OWN Celluloid Tabs will not burn, crack or warp.
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and the instruments poorly constructed. Yet, there are values in acquainting that teacher, or student, with some of the problems of business. Research, whether done by a graduate student or by business itself, if done scientifically, is the logical approach to the solution of many problems concerning business and business education. Results of research in office operations should be made available to business education for the improvement of its methods and materials. What are some of the areas in which cooperative research may be carried on?

(a) *Job standards.* What is a reasonable day's work for a typist, a stenographer, a machine operator, a general clerk? What is expected of the beginning office worker? Objective, research-proved data pertaining to office standards for various basic office operations would be helpful to business teachers in defining and establishing training objectives.

(b) *Job analyses.* Just how are the basic clerical tasks performed most efficiently? It is recognized that many businesses today have made studies along this line for their own organizations but they are not generally available to schools. Descriptions and graphic portrayals of the steps in performing jobs assigned to beginning office workers, especially, would be very helpful in providing better training.

(c) *Job satisfaction.* The turnover among clerical workers is high. Some of the causes are unavoidable; some are avoidable. Research in this area is extremely important. It is costly to business to train an employee in a specialized task and then lose him. The business teacher could do a better job of pre-orientation if he knew the causes of satisfaction and dissatisfaction among clerical workers. He could be of assistance in matching the job with the individual and, perhaps, in preventing much subsequent unhappiness.

(d) *Promotion policies and job sequences.* "You come with our firm and

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ERASERSTIK!

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PINK PLASTIC PUTTY... that pulls the dirt out of typewriter type rather than washing it into the machine

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Press it on all of the type. Do not rub.

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NO HARMFUL FUMES to cause headaches or colds.

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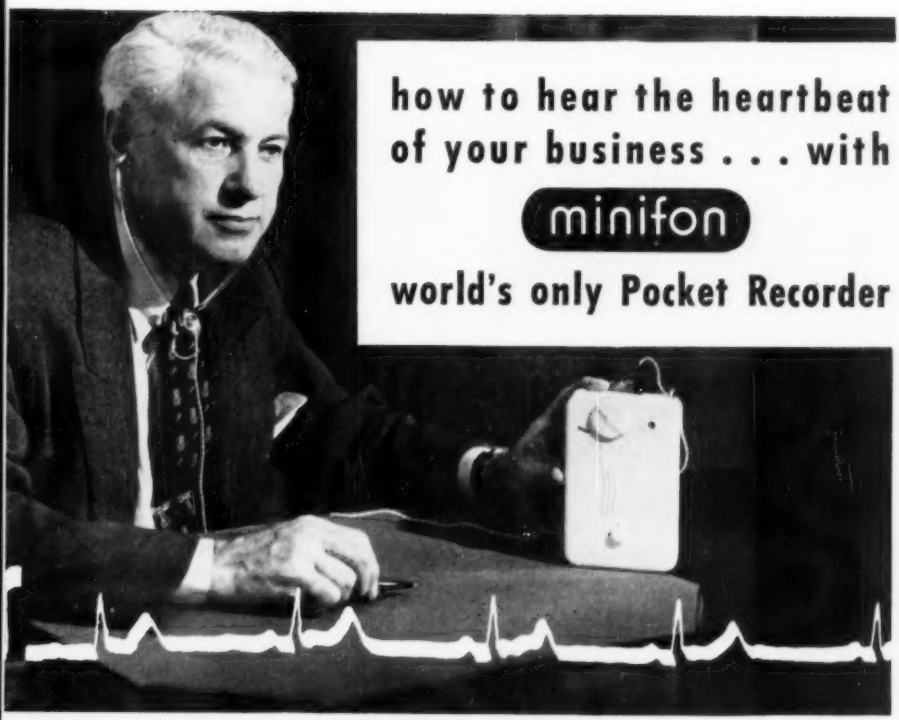
we'll take care of you," doesn't satisfy the graduate today. He wants to know what his chances are for promotion. What are the lines of advancement in the organization? If business appraises an applicant in terms of what he can contribute to it now and in the future, isn't it just as natural for the applicant to be concerned about what the business can do for him? After all, he may work there for the next 40 or 50 years!

TEACHERS. An expansion of the summer programs now sponsored by many companies for business teachers is greatly needed. This type of program, whereby the teacher becomes acquainted with overall management problems and operations, is far more valuable than an assignment to a routine task which is frequently the lot of teachers who seek summer employment. Think what it would mean to business and to business education in terms of good will, better understanding and better teaching, if 5,000 business teachers from high schools and colleges could participate in these summer programs.

Since 1950, the number of college graduates qualified to teach business subjects has dropped 37%! A large proportion of these graduates, even, accept jobs in business rather than in teaching because of higher salaries. That is a very understandable thing for a man to do, especially if he has a family to support. But what of the loss to education? The supply of qualified teachers in business and in other specialized areas is serious now, and will become more so in the next few years. The result very probably may be that many schools will not offer courses in business at all, or that they will be taught by unqualified persons. This situation will inevitably affect the supply of trained graduates for office positions.

Education needs the continued support of business in its efforts to secure better salaries and thus retain in its ranks the qualified teachers so necessary for a sound education program. Busi-



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4. Use Minifon as a traveling secretary, too! "Talk to it" while you drive, fly or play golf. Hides in your pocket and hears all—has a playback control for your typist, too.

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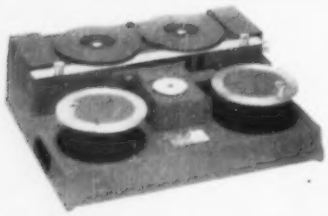

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ness and business education have many opportunities for cooperation, for developing good will, mutual understanding, and appreciation of each other's needs and problems. Who will take the lead?

Memory of Business

(Continued from page 125)

new ideas on what constitutes documentation. A major task for records management is the development of precise techniques for creating records today for permanent retention and availability in the future, to serve legal, administrative, research and historical purposes.

Office machines and duplicating devices, which produce too much material of a routine nature and transient interest, can be used for the long-range program. They can be utilized to transmit, sort and tabulate data that otherwise would be lost in the mass of short-lived material destined for the waste-paper dealer. The machines will become beneficient monsters, tabulating summary data in concentrated and useable form for preservation in the company's time capsule.

Proven oral history techniques will be employed to fill the gaps in documentation. Some examples of types of information that may be placed in a company's time capsule include:

1. Microfilm copies of vital documents such as board minutes, committee reports, leases, deeds, engineering drawings, etc.
2. Recorded interviews with key executives, containing their reflections and opinions on company policies and decisions.
3. Motion pictures of plant operations, offices, personnel, major events, etc.
4. Samples of new products, new packaging, etc.
5. Photographs, charts and drawings.
6. Outside comment on company operations or personnel: newspaper and

magazine articles, government publications, remarks by labor unions, etc.

This is only a partial list of material, intended to point out the many different kinds of documentation that can be put in the "deep freeze" to present a true picture of company activities at a given time.

The time capsule will provide a complete picture because it will tell how and why a decision was reached as well as what happened. Its value goes even beyond that of an administrative reference tool. Business is very much in the spotlight these days. Its actions are subject to scrutiny by the public, the government, stockholders, customers and employees. Very often a remark taken out of context, an action not adequately explained, can reflect unfavorably upon the organization. When the key records are readily available to the proper people with the proper safeguards, misconceptions and distortion will be reduced. Key records, frozen on microfilm or in a controlled index sequence, once they have been placed in the time capsule, cannot be tampered with. Thus their objectivity and accuracy are insured.

To carry out the time capsule idea, we must work within the complex network of streamlined systems and procedures already in existence. This new concept of company history in a "deep freeze" calls for a built-in method of documentation. Emphasis is placed on information, not pieces of paper. This integration will insure that important decisions and actions do not go unrecorded. A telephone call, a conference, an opinion expressed orally—these can be as full of import as a formal report. Only by combining records management techniques with oral history techniques can we achieve the integration required for the success of a company time capsule. The program, incidentally, can be coordinated very effectively with a program for the protection of all vital records against the hazards of fire, flood or even warfare. In this way, the pro-

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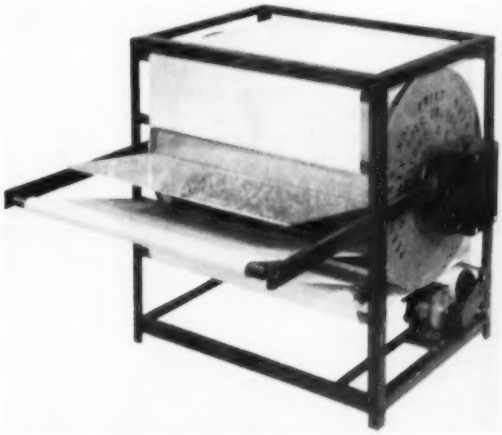
- **LOW COST OPERATION** — draws only 12 amperes. No special wiring required.



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gram becomes not merely another burden for management but a means of utilizing even more effectively current methods for safeguarding valuable material and reconstructing vital information.

Industry, it is said, is now well into an era of maturity and responsibility. It rightly takes pride in its achievements and in the people who have made those achievements possible. What more fitting tribute can it pay to those men than to preserve an unbroken chronicle of their accomplishment? What better guidance can it give to future generations of management than to endow them with a treasure of corporate lore and experience?

Machine Accountants

(Continued from page 118)

man must be constantly aware of his responsibility to keep himself abreast of all new developments so that he may properly advise his management on new methods and machines that will increase the service and/or efficiency of his installation.

Where is a machine accountant to gain this information? Where is he able to obtain the "facts of life" in regard to specific applications and the pitfalls he might encounter, except by contact with those that have had experience with the particular subject? Where better could he obtain such information than by belonging to an organization "of machine accountants, by machine accountants, and for machine accountants?"

It is true that the colleges and universities of America are beginning to realize the need of business and industry for machine accountants with formal academic training in this field. Even today, however, there are too few of these institutions with full and complete courses. The embryo machine accountant, or even those currently engaged in the profession, must look for other ways to gain information. Textbooks,

pamphlets, and machine and management schools sponsored by equipment manufacturers, are among the many methods available for self-education. But remember that a machine accountant must not only be a specialist in machine accounting, but at least a semi-specialist in other fields. So, we again come to the point that the machine accountant should have a common meeting ground with other machine accountants so that all phases of his requirements may be discussed.

While there are many excellent organizations existing today that furnish much needed services to individuals concerned with accounting or office management functions, it was not until the formation of the National Machine Accountants Assn. in September of 1951 that an organization designed especially for machine accountants was established. The varied programs presented monthly at chapter meetings afford the membership an opportunity to obtain information and education on almost everything from personnel relationships to the very latest developments in the fast growing electronics field. To support and further enhance the services rendered by local chapters, NMAA publishes a monthly magazine, *The Journal of Machine Accounting, Systems and Management*, which permits a free flow of ideas to be exchanged from coast to coast. A national convention is held each year which has been enthusiastically received by the thousands that have attended. These conventions offer the machine accountant the opportunity to meet and hear the leaders in his profession. The conventions also permit him to view the latest equipment and accessories actually in operation. Further benefits are made available to the membership through various national committees dealing with research and development, education, conferences, and committees designed to aid the chapters with organizational and operational problems.

Machine accountants are preparing

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themselves to accept the challenge to do a better job for their employers by keeping them informed on the latest equipment and methods, and by avoiding complacency and archaic thinking. The fact that in three years the National Machine Accountants Assn. has grown to 80 chapters in the United States and Canada with more than 5,500 members attests the value of such an organization.

If those persons concerned with machine accounting in your company are not now members of this association, contact your local chapter today so that you may begin now to take advantage of the benefits and opportunities offered by the National Machine Accountants Assn.

Biggest Cost Factor

(Continued from page 116)

On a different basis of comparison, we found that in 1945 only 10% of offices in the Montreal area observed the five-day week; 88% of them worked 5½ days and 2% worked six days. In 1953 the situation had changed to a marked degree. In that year, we found that 86% of offices worked a five-day week and 14% worked a 5½-day week.

We estimate that in the Montreal metropolitan area there are approximately 100,000 office workers, slightly over 50% of whom are females. We calculate their present average salary at $2,600 per year.

An interesting sidelight gained in our investigation was that office workers represent only about one-eighth of the male labor force but nearly one-third of the female labor force. In other words, one out of every three girls who goes to work seeks office employment. This accounts for the preponderance of female office workers in the labor force.

Our studies led us to a lot of sharp pencil calculations. They showed us, for instance, that if improved office management, including the utilization of

modern machinery and streamlined methods, could result in a saving of ten minutes per day throughout the entire office work structure, a reduction in cost amounting to seven million dollars per year would be achieved in the Montreal metropolitan area alone.

We were helped immeasurably in our research by annual surveys which have been conducted for the past ten years by the Montreal Board of Trade. These surveys covered representative employers accounting for almost half of the entire office worker population. We also utilized the statistics published by the Dominion Bureau of Statistics arising out of its census data and its continuing surveys of the labor force.

In the light of these statistics, it was not surprising that Montreal NOMA chose the "time" theme for its 1954 Business Show. Not only is there a tremendous burden on office management to utilize time to better advantage but there is a distinct obligation on the part of all of those who devise equipment and systems for office use to constantly endeavor to improve their products to do office work faster and more efficiently.

Long before the show took place, exhibitors were told of the theme and it was suggested that they incorporate in their exhibits such features of their equipment and systems as would contribute to better utilization of time. The result was an enormously interesting show. After it closed, almost every exhibitor reported that he had done more actual business during the three days than he ever had done at a NOMA show before or than he had believed possible. More than 20,000 visitors attended the show and their interest in saving time and hence, money, was evidenced by their purchases of new equipment right on the premises.

Office managers generally are ready to accept the desirability of saving time. One does not have to argue overlong on this subject. However, it appears that only by some dramatic disclosure of

Any Space Becomes

STORAGE SPACE

IN A FEW MINUTES!

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BULK BINS

Anyone Can Assemble or Disassemble with Just Their Hands!

No tools! No bolts! No screws!

Here is today's most versatile system for bulk storage. Bulk Bins come complete, ready for immediate installation. Your own employees can set them up in minutes—and take them down or move them whenever desired. Shelves are adjustable to store large or small units, permanently or temporarily. Bulk Bins are thoroughly tested—safe and strong—no sway, no give.

Compare Bulk Bins with your present storage methods and see the time, space and money you can save. Write for literature with specifications and prices.

Shipment made to any part of the world.

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TRY THIS MODERN WOOD BLOCK STAMP PAD! . . . . . .

Outlives Two Ordinary Stamp Pads

Wood Block is chemically treated to hold large amounts of ink and to feed just the right amount to the surface!

Ink dries instantly on paper yet never dries in the pad!

Pad surface is always flat and firm does not collect lint!

Ink cannot gush up between the type causing a blurred impression!

Impressions are always strong, clear, brilliant and waterproof!

Ink penetrates pad quickly, will not stand on surface as with ordinary pad!

Clear-Print Ink and Pad are never affected by moisture or humidity!

FREE SAMPLES gladly sent to interested Dealers!

L. A. PHILLIPS, President

Phillips PROCESS CO. 192 MILL ST. ROCHESTER 14, N.Y.

the possibilities that can result from timesaving, such as our research into office wage costs in the Montreal metropolitan area, can definite action, calculated to utilize time to better advantage, be produced. We feel that by using the NOMA show to call attention to what is possible, we have gone a long way towards stimulating a material saving of time in office operations and a reduction in the cost of doing business.

Office Teamwork

(Continued from page 100)

serve each customer, costs so little and means so much in increased profits to you.

Praise is a dynamic, accelerating force. We are all very much what others think of us. Those people who praise the things we do correctly and minimize our errors are the ones who make us improve. Their encouragement helps to build our self-confidence, makes us feel that we can become equal to our problems and gain the high octane incentive to go on. However, praise must be genuine. Never make the mistake of thinking that mechanical, insincere praise can serve as a substitute for the real thing. Flattery is a worthless counterfeit that fools only those people who wish to be fooled.

Appreciation and encouragement are the two faces of a golden coin which, when put into circulation, often buys what money cannot. It is acceptable to the proudest and leaves the donor richer rather than poorer. With this coin we need no longer sigh for the means to be generous, for we are rich indeed. Spend this coin conscientiously and wisely with each of your employees. This truth affects each employee alike, for each employee will do better work and put forth greater effort to please customers under a spirit of approval than he would ever do under the spirit of criticism. Criticism will kill human effort quicker and surer than any atomic bomb ever invented. Each employer who

Assemble **DIRECT MAIL MATTER,** Sort **CHECKS,** etc.

Faster at Less Cost

with

Evans **GATHERING RACKS**

SHOWN:

Model TU-412 at $16.50. 7 other Models —full- or half-width, from $10.00 to $25.00.

- Half-width racks hold stuffers for assembling direct mailings; for sorting checks, classifying bills or other papers.
- Racks are all aluminum, in vertical or horizontal styles, with 6, 12 or 18 sections. Each section holds up to 500 pieces at inclined angle. Non-skid in use, racks collapse for setting aside.
- FULL-WIDTH racks are used in hundreds of offices for collating bulletins or other mailings. HALF-WIDTH racks are used for gathering smaller pieces. Also used on counter to hold literature for customer hand-out.

***See Your Dealer or Write:* Evans Specialty Co., Inc., 403 N. Munford St., Richmond 20, Va.**

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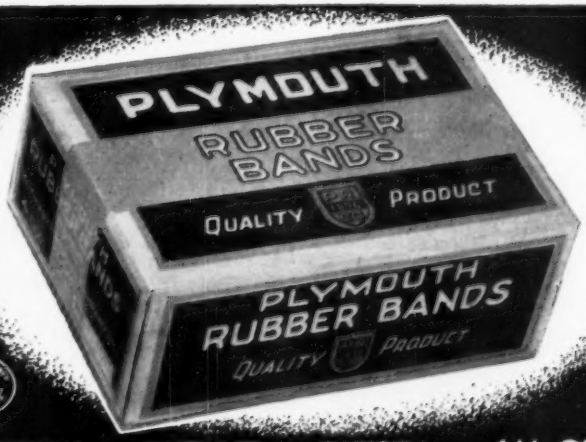

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PLYMOUTH RUBBER COMPANY, Canton, Mass.

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Jac-a-desk

The amazing desk stabilizer

Makes Typing Easier, Faster

Typewriters were built to operate on a solid, firm base; any wobble or springiness upsets their precise mechanism. Many typewriter platforms are worn and wobbly causing skipping, piling, poor touch and action . . . in many instances, immediately corrected by JAC-A-DESK. JAC-A-DESK expands from floor to platform, automatically wedge-locking into a support as firm and solid as the floor itself. Typists love JAC-A-DESK because it makes typing less tiring, neater, easier . . . office managers praise its economical efficiency.

Unconditionally Guaranteed

order direct from manufacturer

JAC-A-DESK expands from 16" to 30" — high enough to support standard height desk leaves.

•

Up in a jiffy —locks automatically.

•

Non - Snag, satin-like finish. No protruding locks or handles.

•

Sure grip rubber ends. Easy to store.

GONCO MANUFACTURING COMPANY
1259 So. La Brea Avenue, Los Angeles 19, California

factually and honestly praises his creative employees recreates enthusiasm, *esprit de corps*, and a desire to achieve perfect customer relations.

Ask yourself this question each day, "How much honest encouragement and sincere praise did I award today to those employees of mine whose services and talents are appreciated?" Here in the United States we are fortunate enough to live in a society of choice. Each customer casts a vote every day for some product or service and, in doing so, automatically casts a vote against some other product or service. By selecting the things he wishes to buy, the customer determines the total sales of commodities. As he votes for this or that product, he votes for larger sales of the work of some wage earners.

Everyday some American family is passing judgment on your company when it decides to buy or not to buy your company's product. To keep your business prosperous in a competitive society, you must constantly buy at the best price and sell at the lowest through better office management techniques. Your business lives off your customers, and from them gets all its revenue. It has no other means of support. Your customers finally decide just what are the "right prices" and this determines the profits your business can earn. This is why our economic philosophy of freedom leads the world.

Who has rights in the industrial world? Only one person—the customer! Everyone else, from manager and office help to janitor, must all labor to satisfy the changing "whims" of your customers. This duty supersedes the rights of everyone else. Office managers can do more about this than any other group of people in an organization. Good service to customers is good business. It is good business manners. It is courtesy, promptness, reliability, appreciation. It is the power which attracts extra business. Satisfied customers are profitable to you and your business.

Let's see what are the key factors in

office managership: To know — your company's market, its financial standing, its competition, and its objective in quality and service.

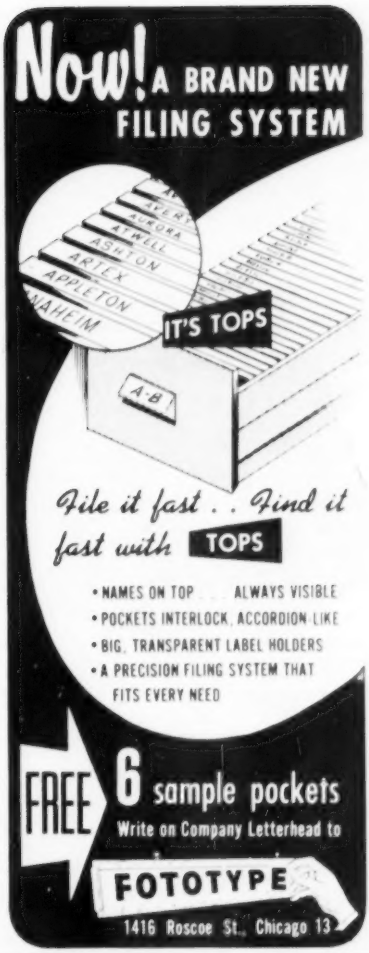
Know what output is expected from your office personnel. Plan your work so that these requirements are met. Establish and follow office procedures to get work done and create a reputation of satisfaction guaranteed. Know how each part of your financial procedures are related to satisfactory, profitable sales.

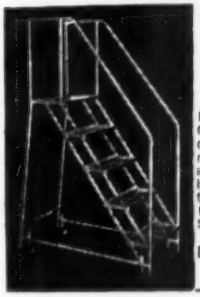
I happen to be associated with the Central Soya Co. This company was born 20 years ago with a small feed operation, much smaller than many present-day feed companies. It started with a capital investment of $125,000. Today it has a capital investment of $37,000,000. Our annual sales are over $155,000,000. Dale W. McMillen, the founder of this company, has a business philosophy which is the greatest I have ever seen. It fits perfectly into your business operations in our free enterprise system. His business philosophy can be summed up in these words, "This day I will beat my own record." If you do that, it will bring you much happiness and prosperity. What better business philosophy can any man have for real success?

The test of office managership is the spirit of the entire organization—their desire to carry out orders as directed, their willingness to cooperate, their pride in their total accomplishment. Offices whose entire personnel exhibits a worthy *esprit de corps*, win financial victories for their organization and all prosper as a result of their fine attitudes.

The test of the management of a ball club is the spirit of the players—their desire to follow signals, their willingness to play as a team and cooperate, their pride in their league standing. A ball team that cooperates finishes at the top.

The test of office managership is the spirit of your workers—their desire to





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For Filing Rooms, Stock Rooms, Vaults. Strong—Easy to Move, Easy to Climb.
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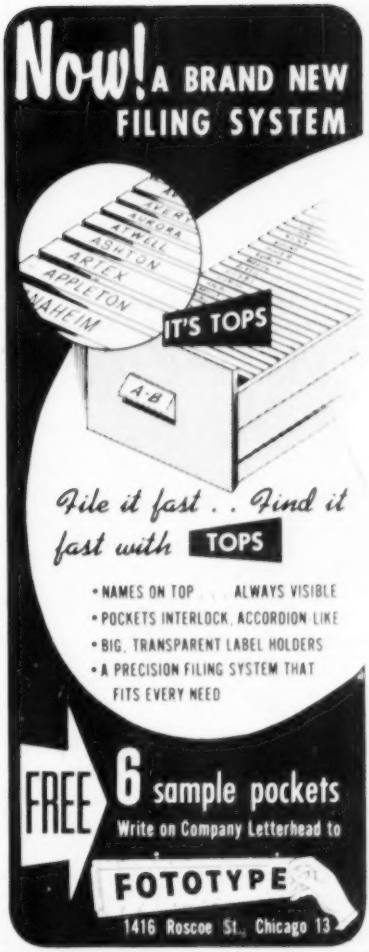

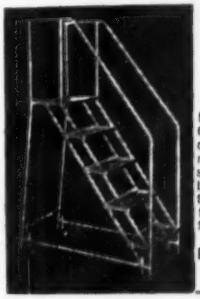

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I. D. COTTERMAN, Mfr.
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Chicago 40, Ill.

work well together and their pride in your company.

Cooperation is necessary in today's jobs. No one works alone. No one can produce anything by himself. Each one's efforts are part of a total effort upon which he and others depend for steady work and steady wages. Unfortunately, cooperation is not a natural state of affairs. Too many people feel insecure. When they feel insecure, they are likely to be belligerent, sensitive, unfair to others, quick to criticize, ready to pass on harmful rumors, jealous. All these situations set up frictions which dissipate effort into heat instead of efficient, quality office efficiency.

Building the proper attitude toward cooperation is a constant challenge to office managers, and this is your job. What challenge could be greater? You are the captain of your ship. How smoothly you can sail is up to you. All the world, all the money, and all the happiness is yours, if you can successfully lead your office as a championship team.

I dare you to be a champion office manager, to break your own record, outstrip yesterday, bear your trials calmly, whip your temper, inside and out. To give each ounce of energy to each task and to do your work each day with more force and a finer finish.

A champion office manager knows that high costs threaten jobs. He knows where he can influence cost, how he can cut material cost, how to reduce labor cost, how to cut overhead expenses, how to reduce selling costs and how to secure cooperation. He knows that office teamwork lowers cost and increases profits.

Electronic Processors

(Continued from page 112)

and allied dividends and commission calculations that pertain to this job.

2. Life insurance valuations.

3. Preparation of insurance in force, summarized information, agency experience tables, loss ratios, preparation

of Schedule F reports, etc.

4. Dividend accounting, calculation of loan interest, cash value, etc.

5. Policy servicing involving premium determination, policy loan information and reserve calculations.

There are many more functions programmed but these few will illustrate the potential within the field of insurance. To keep abreast of the trends and improvements, companies have been cooperating closely with manufacturers. One is helping the other and the practical experience of both is bound to produce the expected results. Another effective method of funneling information to industry and management is through trade associations. The associations, with their free exchange of ideas, are the cornerstone of economic progress. The Insurance Accounting & Statistical Assn. has a most active electronics committee which is extending every effort to acquaint its membership with new developments, trends and introductions of new equipment occurring in this field. New ideas are presented in *The Interpreter*, a monthly publication released by the association, and detailed reports on new equipment are sent to the membership by the electronics committee. These serve a good purpose and help to offer fresh, current views on the subject.

It rests with all of us to be alert!

Maximum Profits

(Continued from page 98)

usually does not have the responsibility for developing and installing new procedures, he is vitally interested in new machines and new methods that save time and money. Moreover, he has found that by exchanging information with other people in the same or related fields, he increases his own knowledge while helping others.

With respect to techniques, the auditor spends less time on detail and more on inquiry, appraisal and evaluation. He is satisfied to test and sample when

THE NEW Permafile STORAGE BOX

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- Stronger, longer-lasting box
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To satisfy the clamor for pencil carbon that doesn't strain the eyes, PEERLESS IMPERIAL has perfected KLEEN KLEEN, ideal for payroll forms, inventory records, sales slips, etc.

Writes clean, handles clean, lasts longer and is built to take punishment. If your dealer can't supply test sheets, write to us. Available in green as well as blue.

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Detroit 18, 37 Linden St., River Rouge, Michigan

a strong internal control system is established and working. He gives more thought to differentiating between important and minor matters, and he is well aware that some calculated risks should be assumed. The auditor's underlying mission is to get the facts, and he is learning that he can accomplish this objective better if he is tolerant, considerate, diplomatic and tactful in dealing with company people at all levels.

In moving through the various offices and operating departments to make his investigations, the auditor must stop, look, question and listen. He needs sharp eyes and well trained ears. Most important, he should ask himself, and others, a great many questions. Well placed questions constitute one of the most useful tools in the auditor's kit. With this approach, the auditor will frequently obtain profitable ideas as well as valuable information concerning personnel performance and operating difficulties that should be passed along to management for evaluation and possible action.

Here is an actual case that illustrates how costs can be reduced by following the questioning technique. An audit commenced with a review of invoices

He insists the aisles are too narrow.

covering materials purchased. While checking for mathematical accuracy and approvals, the auditor set aside certain invoices which later were used as a basis for following the materials through the receiving and inventory records and into the manufacturing department where he inspected the finished product. One invoice covered a large quantity of copperplate and it was learned that, after this material was processed, it became an important part of certain electrical equipment. When he asked whether the part had to be made of copper or whether it could be made of some cheaper material, such as steel, the department head was unable to answer the question and referred him to the engineering department. There it was determined that the finished product would be just as good if the part were fabricated from steel. The result: a materials cost saving of almost $90,000 per year. It is interesting to note that this auditor frankly admitted that he knew very little about the ma-

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File No. 445 similar to above but has locked compartment in lid with heavy envelopes for insurance policies, stocks, bonds, wills, etc. Finished in craftsman copper color.

All files individually boxed; packed 6 to carton.

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The new Line Find Statement is a method of making this popular statement by lithographing, perforating, and attaching carbon in one continuous operation in sizes not over 8½" wide and 14½" long. To the best of our knowledge, this has never been done before.

In addition to statements, as we run two shifts, we specialize in very fast delivery on short runs of all types of carbon-interleaved forms. We have no salesmen or sales offices, and we do not sell direct. Sold only through distributors and printers who should write on their letterhead for the new 1954 simplified 24-page priced catalog, "At Your Service."

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- Profit-producing Workshop Sessions can mean more sales for YOU . . .
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- Proven sales techniques and ideas can be YOURS . . .

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NON-MEMBER REGISTRATION $5

MEMBER REGISTRATION including 3 Luncheons and Banquet $22.50

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National Office Furniture Assn.

John R. Gray, *Executive Director*

327 S. LaSalle St., Chicago 4, Ill.

terials or the manufacturing operations.

Some plan, such as the incentive suggestion box idea, should be in continuous operation to make employees at all levels conscious of the importance of betterments and economies. Of course, every employee contributes to profits by doing his job well, but a greater opportunity is open to those who possess a bit of imagination and a desire to get ahead or be recognized.

The primary responsibility for efficient operations lies with the line officials and department heads. The supervisors are in a particularly favorable position to make constructive suggestions. However, in order to make an objective appraisal they should periodically divorce themselves from the daily routine. One method of approach for eliminating waste and inefficiency is illustrated by the wartime experience summarized below.

In the War Department during World War II, a very fertile field existed for accomplishing cost reduction. As everyone knows, a tremendous organization for research, procurement, storage, maintenance and supply was developed posthaste to equip our fighting forces. Divisions, departments, sections and groups were quickly organized to carry out the functions of each supply service. Housing, equipment, personnel and systems for record keeping and reports were acquired or installed during a short period of hurry, scurry and excitement. Everyone concentrated on getting the materials of war produced and delivered to the right spot in accordance with what then appeared to be impossible deadlines. In the bedlam that prevailed, very little consideration was given to economy and efficiency. While the main job was successfully accomplished, it is no wonder that waste and inefficiency flourished in such an atmosphere.

Gradually, as time went on and the requirements for materials and equipment were being reasonably satisfied, it was evident that more attention was be-

ing directed to accuracy, efficiency and economy. Systems were overhauled or discarded and replaced, controls were established, and personnel was shifted so that more people were working on assignments requiring their particular qualifications.

During the last year of the war, headquarters launched a broad program for the efficient utilization of manpower, materials and equipment. Each organizational segment was asked to review job methods and facilities layout for improvement. Supervisors were taught how to break down the jobs under them according to the individual operations, and then to study each operation to determine if it could be eliminated or done better. In addition, they charted and analyzed the paper flow within each group and between groups. Here again, the importance of the questioning technique was demonstrated. The supervisors asked many questions concerning purpose and necessity. If necessity was established, the where, when and how-to-do-it questions were asked and answered. The results were amazing. Many operations were eliminated or improved and many jobs were combined so that it was possible to release a very substantial number of people. It is interesting to note that, in the division where the writer had some responsibility, the people who made the surveys were not experts. In fact, none of them had ever participated in such projects. Most of them displayed an intense interest and received a thrill of satisfaction from having a part in the program.

Internal auditors, systems and procedure men, industrial engineers and efficiency experts are not the only ones who have the opportunity to be of constructive service to management by making suggestions for more efficient operations. The greatest good will come from a program that enlists the cooperation and active participation of all employees. In this way, we will be shooting for maximum profits.

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THE ONLY ADDING-CALCULATOR THAT PRINTS DECIMAL POINTS AUTOMATICALLY IN DIFFERENT PRE-SELECTED POSITIONS

- Direct subtraction and credit balance
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War on Bank Fraud

(Continued from page 97)

comes our duty to recognize the danger of this threat.

Fraud is an unseen, intangible monster, stalking the safety of our banks. It laughs at steel bars and walls, locks and guns. It gloats on public indignation and greedily fattens itself by feeding out of the hands of banks who have lax auditing methods. It is impossible to abolish it overnight or to completely destroy its effects upon individuals and their families. Bank management must have the desire to do something about it and then must face the task of securing an individual with the know how and ability to thwart fraud's every effort.

By concentrated effort, the National Assn. of Bank Auditors & Comptrollers has, by its aims and actions, curtailed this threat by declaring "all out war" upon this gnawing termite. In 1951 our then immediate past president, Clarence Lichtfeldt, stated that the National Assn. of Bank Auditors & Comptrollers "had the hardware" to remove the threat of fraud from our banking system. As in any war effort, we have provided material, ammunition and personnel to wage an all out war against bank fraud.

Through continuous studies and research we have devised the newest and best methods of auditing and controlling. These studies have been given to our members in the *Auditgram*, books and manuals covering many phases of bank accounting, auditing, control and operations.

In addition to this material and ammunition, two other major weapons are available to banks through the establishment of an adult education school each summer at the University of Wisconsin in Madison, where advance education in the field of bank accounting, auditing, and control is available through the NABAC School for Bank Auditors

& Comptrollers. The major aim of the school is to provide bankers, whose responsibilities are in this area of work, an opportunity to improve their knowledge in this field. The study program is designed to provide the student with a better understanding of the field of bank work which falls into three main categories. The instructors for the most part are practical bankers who, by reason of their experience, are qualified to teach this advanced work.

The other major weapon is a program to aid and counsel any bank in the establishment of a tailor-made program of internal controls. The interested bank appoints a control officer who is invited to a two-day session of instruction and training covering a program for internal control for the specific bank with opportunities later for individual counseling on specific problems.

It can be truly said that the National Assn. of Bank Auditors & Comptrollers has spent more than a quarter-century devising fraud curbs to make safer banks in a myriad of ways. We shall continue the effort in the future until every bank and banker realizes that the better the audit and control, the safer the bank. This is all out war on bank fraud!

Applying Common Sense

(Continued from page 92)

million men and women were in clerical work. It pointed out further this represents an increase of 64% over 1940. This alone is of great significance. However, its importance is further stressed when taken in conjunction with the rate of salary increase. These are the changes in average weekly earnings: women clerical workers in late 1952 and early 1953 in 20 major labor markets showed increases for secretaries from $55 to $69.50; calculator operators from $44.50 to $61.50 and ordinary clericals from $35.50 to $46.50. The earnings

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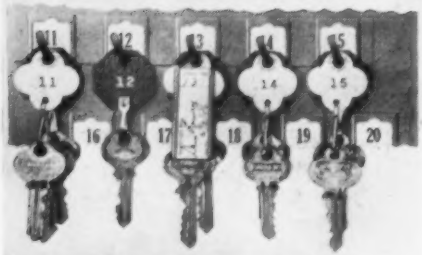

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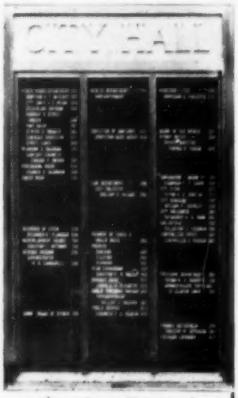

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for men were generally higher. Please bear in mind that these salary changes are merely between 1952 and 1953 whereas the change in number of workers are reflected from 1940 to 1954. Therefore, if we went back to 1940 and got the increase in salary rates, it would be staggering.

It is true that to an extent increase in office personnel is a result of increase in volume. It is also true that some of this increase is due to the voluminous requirements of federal, state and local governments. While volume has increased, the cost of doing business has increased more substantially, thus narrowing the amount of profit that can be realized. Increased cost has been so great in many instances as to eliminate the profit completely. We all realize that when this occurs it cannot continue for long before the firm is out of business.

The application of common sense thinking to clerical operations is a great asset to any organization. Everyone today is talking of mechanization. It is not always feasible to take advantage of the latest mechanical improvements because the volume of work may not be sufficient. However, no matter how small the organization is, by logical reasoning and by the use of common sense, many methods can be improved and simplified. For instance, in comparing this year's with 1954 reports, it is a very simple matter to design the forms in duplicate so that when entering last year's figures, by merely shifting the form, the information can be recorded on the duplicate copy in the proper column for this year's use. By a continuation of this process, the rewriting of the previous year's figures can be eliminated.

An organization that is too small to afford a bookkeeping machine for preparing its payroll can, in a single operation by proper design of the bank check and the use of proper paper, prepare the permanent payroll record, the departmental distribution and the em-

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ployee's remittance statement on an ordinary adding machine.

In a number of organizations, the handling of payments on customer accounts involves a problem. There is an inexpensive machine made by Burroughs whereby a payment made by a customer can be recorded on a duplicate adding machine tape. By inserting the check and the customer's receipt in the machine, an impression is made on the check, on the receipt and on the carbonized roll. Thus certifying the payment on the receipt and identifying the check with a particular receipt number, at the same time that it prepares a deposit slip for the bank and a permanent record for the cashier. This method not only cuts down on the actual time of handling the check, but it gives a clear imprint on the receipt as to the exact amount paid, reducing the possibility of a bookkeeper misreading the cashier's handwriting. As the organization grows and the number of receivable controls increase, the machine is capable of registering the control number and securing totals by control.

Any organization not already using an inserting machine, should look into the possibilities of the machine manufactured by the Inserting & Mailing Machine Co. of Phillipsburg, N. J. Where direct mail is used to any extent and the effect of personalized correspondence is desired, there are many makes of automatic typewriters to be considered. Where compiling lists is extensive, there is tape to be used in conjunction with the typewriter whereby, as a by-product of typing, names and addresses are punched on a tape and later transferred to an automatic Graphotype that makes the Addressograph plates.

Mechanization should be adopted only if the same operation can be accomplished at a lower cost, or if greater information can be secured at the same cost. Before consideration is given to new developments in electronic equipment, it is suggested that a careful

study be made of existing mechanical equipment. The speed with which electronic equipment operates is such that the volume of work to be processed must of necessity be tremendous. Therefore, such equipment is not for a small or medium-sized organization, at least not at the present. This, as can be readily understood, is not because the machines will not accomplish what you want, but because the cost would be prohibitive for the amount of work you would accomplish. There are so many intermediary steps in the transition to electronics that it is hard to conceive of anyone making the change without first taking full progressive advantage of other equipment.

While it has been said that punched card operation is not a necessary preliminary to electronic equipment, it is conceded that the installation of electronic equipment is simplified where a sound punched card installation has been in operation. A punched card operation should be carefully weighed as it is expensive unless the same card can be used repeatedly for various purposes. In giving consideration to a punched card installation, one should fully realize that it is done with the understanding that the initial stage is going to cost money and that each step should be taken slowly so that one operation functions smoothly before the next step. If there has been a careful analysis and advance planning, the punched card operation will pay substantial dividends.

It is recommended that an organization very strongly encourage its key executives and department heads to keep fully posted on existing mechanical devices as well as informed on all new developments. It is also recommended that your department heads take an active part in any association related to your business as it is through this exchange of ideas and experiences that each and every one of us benefits.

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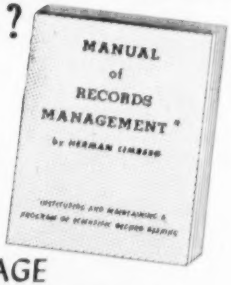

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NEWS of the Office

OMAC's ATOM Seminar

"ATOM" (Alerting Today's Office Manager) is the theme of the 13th Annual Seminar and Business Show of Office Management Assn. of Chicago at the Conrad Hilton Hotel, Feb. 28-March 3. Continuing its theme word, "ATOM," the program will be divided into sections on Automation, Techniques, Organization and Management. A panel of experts will discuss automation and its effect on procedures, employees and costs. Techniques covered will include those for work improvement, simplification and cost reduction; with consideration of scheduling, work standards, incentives and measurement methods. The development of sound organization and its constant appraisal through efficiency ratings, employee growth programs and training methods will be analyzed. A panel will examine the challenge to management of its people and practical answers will be discussed for everyday problems of communications, remuneration, office conduct, employee attitudes and preparation for retirement.

The Business Show will be expanded to accommodate 120 exhibitors although all demands for space still cannot be met. No past exhibitors were permitted to increase their previous space. Full registration for seminar and exhibits is $20 for non-members. Details from Office Management Assn. of Chicago, 105 W. Madison St., Chicago 2.

Western Computer Conference

The Joint Western Computer Conference and Exhibit will be held at the Statler Hotel, Los Angeles, March 1-3. Pre-registration fee is $2.50 and covers admittance to lectures and exhibits, and a copy of the Transactions. Theme of the conference is "Functions and Techniques in Analog and Digital Computers." Discussions will include descriptions of existing systems and techniques, methods of matching digital tapes and cards, language and communication problems between machines, possibilities of managerial and computer systems revision for rapid and lasting marriage, new developments in equipment and methods. Exhibits are limited to those who make computers or major computer sub-assemblies. Details from William Gunning, International Telemetering Corp., 2000 Stoner Ave., Los Angeles 25.

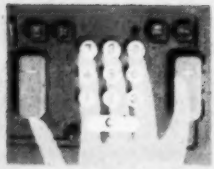
Electronic Consultants

The consulting firm of Canning, Sisson & Associates, Los Angeles, has been formed to assist managements and governmental agencies in utilizing electronic computers and other automatic data handling equipment. The firm's principals

Richard G. Canning

Roger L. Sisson

are Richard G. Canning who has been a data systems engineer with the University of California at Los Angeles, and Roger L. Sisson who resigned as manager of the customer service department of the electronics division of National



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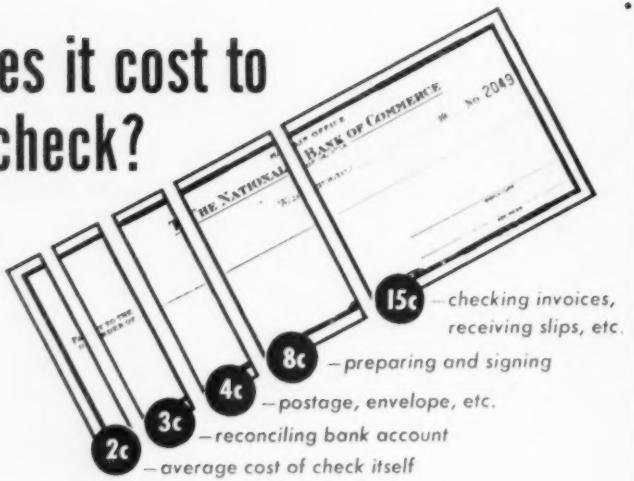

According to a recent study made by Todd—it costs the average business 32¢ to write a check. The diagram above shows exactly how this cost is broken down.

Actually, the cost of the check itself is the smallest item in the whole transaction. Even the best looking and safest checks cost only 1 to 3¢. The big cost factor is the time consumed—checking invoices, preparing and signing, reconciling the bank balance, addressing envelopes and many other operations.

But, with Todd procedures for accounts payable, you not only get top quality and guaranteed safety in the checks you use, but Todd analysts can give you a host of step-saving suggestions, plus many practical ideas for greater safety and control.

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Cash Register Co. (formerly Computer Research Corp.). Mr. Canning stated that plants with over 1000 employees should consider purchasing an automatic data processing system. A plant producing $12 million worth of goods in a 2½-year period could save $535,000 and increase production efficiency 3% with an electronic data reduction system.

Film on Automation

How business can mechanize its offices by using a common language for all machines is described in a one-hour 16-mm sound motion picture released by American Management Assn. The film is a kinescope of a closed-circuit television demonstration of common-language office machines processing a sales order. The original demonstration was presented in New York last spring. Accompanied by a kit of reference material, the film is designed for business groups which want to conduct their own conferences on the subject. It is available for rent at $75 the first day and $35 for subsequent days with special rates for extended periods.

Los Angeles Course

A special Engineering and Management Course will be held Jan. 31-Feb. 11 by the College of Engineering, the School of Business Administration and University Extension on the Los Angeles campus of the University of California. There will be courses in general management principles, job evaluation for factory and salaried personnel, elementary motion study and simplification of work, paperwork improvement for better controls and operations, and electronic data processing. Fee is $300. Data from Edward P. Coleman, 4173E Engineering Bldg., University of California, Los Angeles 24.

CPS Exam in May

National Secretaries Assn. announces that the annual Certified Professional Secretary examination will be held May 6-7. Qualified secretaries 25 years of age or older, men and women, members or non-members of NSA, may apply until Jan. 15 to take the 1955 examination. Inquiries and applications go to Qualifications Committee, National Secretaries Assn., 25 East 12th St., Kansas City, Mo.

Census of Business

Business firms are advised to cooperate with the Dept. of Commerce's Census of Business, Manufactures and Mineral Industries, to be conducted early this year. Prompt return of the forms, accurately filled out, is to the advantage of all business. The sooner accurate figures can be released, the better that businesses can use the statistics. Most companies have long sought authoritative data on their particular industry and trade. Congress last year passed a law to synchronize the collection of business statistics at 5-year intervals. If all business cooperates, the data should prove valuable to all.

Rochester Business Show

The Rochester Chapter of National Office Management Assn., in cooperation with the Rochester Chamber of Commerce, will hold a Business Show in the Chamber of Commerce Building, Oct. 20-22. Complete information can be had from Robert E. Pranther, 55 St. Paul St., Rochester, N. Y.

National Conference & Exhibit Calendar

Office Management Assn. of Chicago, Conrad Hilton Hotel, Chicago, Feb. 28-March 3.

Western Joint Computer Conference, Statler Hotel, Los Angeles, March 1-3.

National Office Furniture Assn., Conrad Hilton Hotel, Chicago, March 20-23.

Southern California Business Show, Biltmore Hotel, Los Angeles, April 12-15.

Institute of Internal Auditors, Sheraton Plaza Hotel, Boston, May 15-17.

New York Stationery Show, New Yorker Hotel, New York, May 15-20.

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York Hotel, Toronto, May 22-26.

National Office Machine Dealers Assn., Denver, June 26-29.

National Assn. of Cost Accountants, Waldorf-Astoria Hotel, New York, June 19-23.

National Stationery & Office Equipment Assn., Conrad Hilton Hotel, Chicago, Oct. 1-5.

National Assn. of Bank Auditors & Controllers, Denver, Oct. 9-13.

Systems & Procedures Assn. of America, Sheraton-Cadillac Hotel, Detroit, Oct. 10-12.

National Institute of Governmental Purchasing, Shoreham Hotel, Washington, D. C., Oct. 16-19.

National Business Show, 69th & 71st Regiment Armories, New York, Oct. 24-28.

Aim of Manufacturers

(Continued from page 102)

tractiveness of the office as a place to work, and without losing the opportunities for the individual to develop and advance. Then we must apply the rule, now familiar in manufacturing and agriculture, of multiplying the strength of manpower through methods and mechanization to achieve greater productivity of both man and machine. Search for greater productivity has been given great impetus by the office equipment industry which, not only is seeking new methods but, is continually refining and improving current devices. This results in an increase in the automatic functions of machines.

Most important in efforts to increase the office ratio of mechanization is to install automatic equipment within the framework of a suitable system. Methods experts working with supervisors and representatives select the equipment. Standards must be determined and established. These standards must be fair and sufficiently within the realm of attainment to provide good motivation.

Our present economy would be incapable of functioning without the of-

fice to control and guide it. Our ability to do this job is one of the reasons we have been able to exploit our vast natural resources, our engineering and manufacturing skills, and our distribution system to out-produce the rest of the world. Those who work in offices and manage them have heavier responsibilities than ever before and also have greater opportunities for genuine service to business and industry as a whole.

The office equipment manufacturing industry is dedicated to give office management all the assistance possible. It is spending millions annually in the search for new devices to help cut costs and to make jobs easier and simpler. New techniques and new methods are constantly being explored for office applications. Considerable progress is being made and, what is even more encouraging, scientists tell us that we are on the threshold of new discoveries which will completely overshadow the progress of the past. Everyone interested may rest assured that no new development will appear without its being called to the attention of office executives. Competition will take care of that.

The Administrator

(Continued from page 106)

where else abroad, the objective of the old method of bookkeeping, the registration of capital, modify itself. No longer was the determination of capital the main point, but the knowledge of costs, and the results attained by capital and labor. We saw the development of accounting systems which enable management to provide the above mentioned details of cost at short notice. Since the last world war, we are engaged in building the "tools of management." The *Nederlands Instituut voor Efficiency* has, accordingly, placed subjects for discussion, on the agenda of its annual congress, which contribute

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largely to promoting efficiency.

A similar conference took place last November, in which under the section "Administrative Labor", the N.I.V.E. treated the subject: "A Review of the Problems of Administration." Thought was concentrated on a question of current interest: What is the function of the administrator in business? Is he the servant of management or the co-manager and advising functionary on the highest level of management?

The manufacture of good tools is very important, but no less important is the method of using these tools. As a tool, it is dead property if its use is unknown. In the hands of the skilled worker, it enables him to produce a finished product from raw material.

What is an enterprise without a good administration? It is comparable to a ship without map or compass. What

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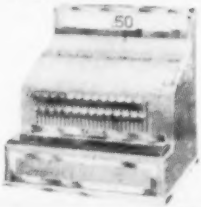

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radio and radar is for the skipper, the account of results on short notice, and the before-and-after calculation, is for the management of a business. The captain, however, does not operate the radio and the radar personally but has experts to do this. They, together with him, bring the ship safely into port. In any undertaking management cannot arrive at justified results without a good administration. But reading the administrative compass can only be done by an expert, *viz.*, an administrator.

Here we come to the topical question with which the congress in the Netherlands occupied itself. Here begins the review of the function of the administrator. The direction in which the function of the administrator has to grow according to the existing development. The language of figures enables the administrator, not only to understand the results, but to establish the prognosis for the near future. Thus the acts and conduct of management can be tested.

This leads us to the conclusion that the administrator must not be looked upon any longer as just a carrier of information, but as a co-responsible official of the management, who makes the tools (here the administration) subservient to the overall undertaking. This is the subject to which our Dutch congress gave full attention. I will conclude with the same words with which our keynoter ended his speech: "Your administration can do much more for you than you think."

Communications

(Continued from page 72)

Accessibility and a constructive attitude at each level of authority are requisite to the smooth flow of communications. This does not mean that Joe will go all the way up to see the Boss whenever a tool is missing or when he has been absent. It does mean, however, that management, although safeguard-

Big Numbers

boost efficiency

FORCE Columbia

Automatically prints large, legible numbers on file folders, job tickets, time cards, etc., makes for easier reading, faster work. (Provides consecutive, duplicate or repeat numbering.) See your dealer or let us send our catalog—*"How to Select a Numbering Machine."*

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"K-LINE" Self-Locking Posts
POLISHED ALUMINUM

EFFICIENT NON-CORROSIVE POSTS FOR PERMANENTLY BINDING RECORDS IN STORAGE BINDERS. VARIOUS LENGTHS AVAILABLE FOR 1/4" 5/16 & 3/8" HOLES. EXPANSION UP TO 7 1/2 INCHES

Prices with full details on request.

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3 PHONE PROBLEMS SOLVED

1. Safeguarding privacy.
2. Quieting the office.
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HUSH-A-PHONE
Model for all types of phones and dictating machines.
Write for Literature
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65 Madison Ave.
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THE ALL NEW
TYPE-RITE
PRECISION **PLATEN** PERFORMANCE
100% GR-S RUBBER
SEND FOR OUR PRICE LIST
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TYPEWRITER EQUIPMENT CO., INC.
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Complete plants for the manufacture of
CARBON PAPER
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Manufacturing information and formulas furnished.
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Genuine Engraved **Letterheads**
FREE DESIGN
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$12.00 FOR 1000
JUST MAIL US YOUR LETTERHEAD. PROOF MAILED WITHIN 5 DAYS. NO OBLIGATION.
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ing channels of authority, must make itself available when normal avenues of contact prove inadequate.

Accessibility of management of the Minnesota Mining & Mfg. Co., makers of Scotch Tape and scores of other products, was found during a recent management audit to be one of the outstanding attributes of the company. There, the doors of all executive offices open directly into a main hall, so that any executive can be reached without going through the office of his secretary. A light outside each door insures privacy when the executive has a caller. When the light goes off, the executive is free to be seen.

Forces producing the cleavages between functions and levels of authority will continue to work unless measures are taken to offset and counteract them. The company loses if its decisions are made in an ivory tower. It loses if it fails to get understanding and cooperation from its employees. The company loses because such cleavage impedes the flow of new ideas.

I cannot state too emphatically that we all lose if our industries do not continue their healthy growth because of a loss of contact between company levels. The exchange of ideas, and the opportunity for men to realize the best in them, have been, and always will be, our strength.

The Age of Accounting

(Continued from page 81)

equations in a minute? In this exciting future there will be challenges for accounting as a technique, as a profession and as a social force.

I believe we will soon see a more comprehensive code of professionally developed accounting principles, further refinement of auditing standards, and greater uniformity in terminology and methods of presentation of financial data. Financial planning and budgeting will become standard practice for every business of any size, internal auditing

"Paper Punches Every Office Needs!"

CLIX
3-HOLE PAPER PUNCH

Simplest, surest paper punch made. Punches all 3 holes for 3-ring binder sheets at a single squeeze. No adjustments to make, no gauges to set, no places to mark. Insert sheets and squeeze! Weighs less than 16 ounces; fits brief case or desk drawer. $3.75 list.

MODEL 3 . . Punches 3 holes ¼" dia., spaced 4¼" on centers, ¼" from back binding edge — standard spacing 11" x 8½" sheets.

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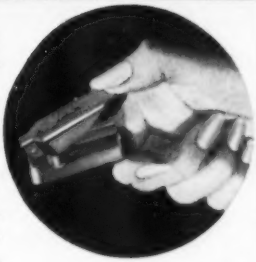

Personal paper punch for individuals, home, office and industry. Light pressure of thumb punches clean ¼" hole instantly in paper, light cardboard, etc. Ideal for punching tickets, tags, restaurant checks. 24 in counter display carton. 60 cent list.

MODEL 100 . . . Punches ¼" hole, ¼" from binding edge.

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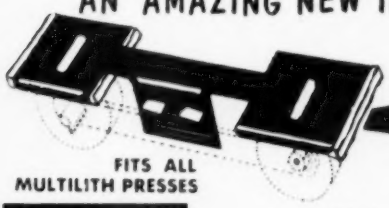
NEW ENGLAND PAPER PUNCH CO., NATICK, MASSACHUSETTS

WESTERN REP.—HARRY HENKEL ASSOC., 1355 MARKET ST., SAN FRANCISCO

AN AMAZING NEW INVENTION to ELIMINATE all EJECTOR WHEEL STREAKS
even over solid printed areas



FITS ALL MULTILITH PRESSES

NO TOOLS REQUIRED!

SNAPS ON IN A JIFFY!

CUTS PAPER WASTE!

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COMPLETELY GUARANTEED!

Now, for the first time, you can do away with all printing streaks due to ejector wheels running over printed areas. This simple, but ingenious new STREAK ELIMINATOR is a necessity for every Multilith press. Simply insert wiper pad, squeeze on some cleaning fluid, and merely snap on STREAK ELIMINATOR to Ejector Wheels (as illustrated above). Multilith presses are now ready to run . . . free of Ejector Wheel Streaks. Besides the obvious savings in running time, you can DO AWAY WITH PAPER WASTE by printing on stock pre-cut to finish size. The EJECTOR WHEEL STREAK ELIMINATOR will pay for itself on the first few jobs you use it. UNCONDITIONALLY GUARANTEED.

THE EJECTOR WHEEL STREAK ELIMINATOR comes complete with a full year's supply of pads, plastic squeeze bottle, and a generous supply of STREAK ELIMINATOR FLUID. Additional wiper pads can be reordered through your authorized ROLL-O-GRAPHIC dealer.

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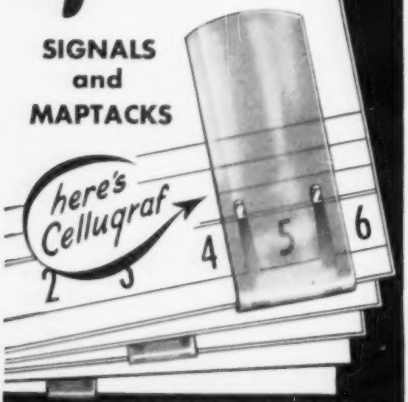

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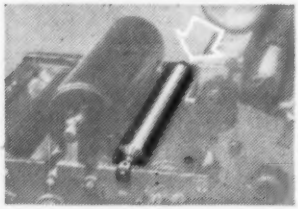
George B. Graff Co., Cambridge 40, Mass.

NEW! *Oscillating Action* "HEFTY ROLLER"
FOR 1200 SERIES MULTILITHS

Sensational New ALL-METAL Roller Gives Precision Ink Control!



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TRY HEFTY-ROLLER 10 DAYS FREE!

NOW get *top grade* performance from your Multilith with this four *times heavier* all-metal rider roller with the NEW *oscillating action!* Cuts stock spoilage, ends "rider roller grief," pays for itself! WRITE TODAY!

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TYPEWRITERS ALL MAKES

REGALRITE BRAND RIBBONS AND CARBONS

THE UTMOST IN QUALITY
THE LOWEST IN PRICES
Proven—Best by Test—Best for Less

REGAL TYPEWRITER COMPANY, INC.
200 HUDSON ST., NEW YORK 13, N. Y.

will expand greatly, and management, more and more, will manage through accounting. Time and motion studies of paperwork and the introduction of laborsaving devices will be as important in the office as in the plant. There will be many developments in electronic accounting—and soon.

The accounting profession will grow manyfold as it expands its areas of service to business. Within industry and commerce the accountant in the office will advance in stature and importance as the value of his contributions to business planning and performance are increasingly recognized. The accounting route will prove more and more to be the path of advancement to top managerial positions. Modern accounting and financial procedures, developed by business and performing so effectively as a tool of management, will in a little more time become the standard in government, too. It is a process long overdue.

Accountants and accounting will play greater parts, also, in the creation of industrial peace and social understanding. New methods of reporting and improved techniques, accompanied by a high standard of ethics and responsibility, will generate confidence in the use of accounting data in resolving class differences. The result will be the substitution of fact for unreasoning emotion in the settlement of social conflicts. Economic illiteracy will disappear when the public learns to rely on accounting data and financial reports. Then the real benefits of our free enterprise system will be generally understood and appreciated.

Through all of these continuing activities of scientific research and accounting progress, many future benefits will accrue to business, government and the public. The social and economic gains of the last fifty years will be far outpaced by those ahead—in the age of accounting.

National Biscuit Co. uses The DENOMINATOR to analyze National Sales!

How many Ritz Crackers, Premium Saltine Crackers, Fig Newtons Cakes, etc., were sold by National Biscuit Co. today? To answer the question accurately, tabulating clerks in each district office—working from agency sales sheets—quickly and easily record the units sold on The DENOMINATOR by kind or type.

National Biscuit Co.'s Philadelphia Distribution Depot showing two 60 Unit, 5 Step Denominators.

Daily totals are subsequently recapped into weekly and monthly summaries for review by Management.

What's your counting-sorting problem? For further details and literature write Dept. O-51.

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NEWS of the Industry

OEMI Annual Meeting

Sheldon F. Hall, vice president and secretary of Burroughs Corp., was elected president of the Office Equipment Manufacturers Institute at its annual meeting in New York. Other officers elected were: H. M. Nordberg, Pitney-Bowes, Inc., and K. P. Morse, Standard Register Co., vice presidents; E. D. Taylor, administrative vice president; W. F. Arnold, Underwood Corp., treasurer; G. L. Meyer, secretary. Directors for 1955 are D. D. Hunting, Metal Office Furniture Co.; F. P. Ryan, Royal Typewriter Co.; J. J. Bourgoine, Shaw-Walker Co.; V. H. Davidson, Smith-Corona, Inc.; Edgar B. Jessup, Marchant Calculators, Inc.; L. H. LaMotte, International Business Machines Corp.; R. S. Oelman, National Cash Register Co.; L. M. Powell, Dictaphone Corp.; Carl P. Ray, Underwood Corp.; H. V. Widdoes, Remington Rand, Inc., and Messrs. Hall, Nordberg and Morse.

Featured speakers at the meeting were D. Murray Shields, vice president, Bank of the Manhattan Company; F. M. Farwell, executive vice president, S. C. Johnson & Son; Dr. Robert N. McMurry, McMurry, Hamstra & Co.; Joseph A. Lamplugh, Pitney-Bowes, Inc., and Eric Sevareid, Columbia Broadcasting's chief Washington correspondent.

SoundScriber President

The board of directors of SoundScriber Corp. announced the election of Joseph H. Hoyt as president and director of the corporation. Until his election, Mr. Hoyt was associated with Spark, Mann & Co., Boston, and was formerly with Walthall & Drake, Cleveland. Prior to that, he served in the U. S. General Accounting Office and before World War II, was with American Stove Co. He is a member of American Institute of Accountants and the Massachusetts Society of CPAs.

Adding Machine Sales Manager

J. R. Lees Jr.

Appointment of J. R. Lees Jr. as national sales manager of the Underwood Corp. adding machine division was announced by J. D. Donovan, general sales manager. Formerly regional manager at Columbus, Ohio, Mr. Lees began with Underwood in 1940 as a typewriter salesman at Youngstown and has served as branch manager at Akron. Mr. Lees' headquarters are now in New York.

Heads Posting Equipment Corp.

Edwin W. Mead

Controlling interest in Posting Equipment Corp., Buffalo, N.Y., was purchased by Edwin W. Mead, formerly vice president, who has been appointed president. He succeeds the late Frank Valleau who founded the firm three years ago. The company, which manufactures machine posting equipment and forms containers, moved to its present larger location a year ago.

ROUND and ROUND

TO STOP AT ANYTHING YOU NEED IN CARBON PAPER—CARBON ROLLS—INKED RIBBONS

H. M. Storms is ONE stop for everything. At Storms you'll find hundreds of items in stock . . . to take care of your immediate needs . . . or made up to your special requirements at short notice.

Do as other satisfied dealers have done for almost 50 years . . . depend upon Storms for the finest Carbon Paper, Carbon Rolls and Inked Ribbons.

Carbon Rolls

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Special Ribbons

Typewriter Ribbons

Typewriter Carbons

Special Carbons

STORMS SERVICE BUREAU

The Storms Service Bureau is ready to help you with special applications of carbon paper, inked ribbons and carbon rolls. You are invited to consult with Storms any time you get such requests from your customers. No obligation, of course.

RECORDS ETERNAL

Ready for you NOW — the new 1955 Storms Catalog . . . 32 pages of quick reference to hundreds of items. Write for your copy TODAY!

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Gentlemen: We are interested in the Storms Private Brand Program.

☐ Please send us complete information and samples.

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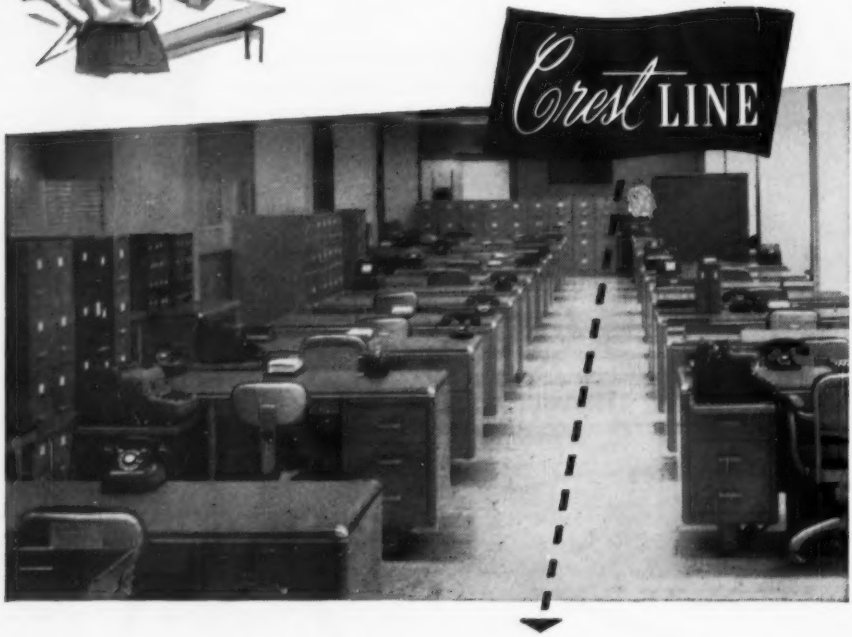
Planned Installations . . . made with Security



Planned installations—right at the design stage, while the office building is still on the drawing board—can be made with Security's CRESTLINE.

Today's office management—the men who make the "yes" and "no" decisions—want and demand office furniture that is rugged, efficient and attractive. They welcome the job-designed efficiency that CRESTLINE Steel Office Furniture offers.

It is this recognition that makes possible increased installation profits through original office planning. And, because Security is *your* business, you can make the most of it!

Security STEEL

CREATORS OF Crest LINE FOR THE BEST PLANNED OFFICES OF COURSE

SECURITY STEEL EQUIPMENT CORPORATION • AVENEL, N. J.

1955 National Business Show

National Business Show has published a brochure which highlights past achievements of National Business Shows in terms of exhibitor reactions and the results of exhibitor participation. It also outlines plans for this year's show which will be held in the same place as last year's which was an outstanding success. Space for the next show has been in early demand and reservations already are ahead of 1954. A copy of this literature is free from National Business Show, 33 West 42nd St., New York 36.

Eastern Corp. Sales Manager

George W. Griffin

Harold H. Holden, president, Eastern Corp., Bangor, Me., announced the appointment of George W. Griffin as sales manager. Mr. Griffin was vice president and general sales manager of Whiting Paper Co. Prior to this he was associated with Gilbert Paper Co. as sales manager of its New York office from 1947 to 1954. He entered the paper business in 1939 with American Writing Paper Co. From 1942 to 1947 he was on the sales staff of Standard Register Co. Mr. Griffin's past activities in the paper industry have been primarily devoted to merchandising fine papers through paper distributors.

Governor Appoints Bieringer

Walter H. Bieringer, vice president, Plymouth Rubber Co., Canton, Mass., was appointed by Gov. Christian A. Herter as chairman of the Refugee Committee to assist in the administration of the Federal Relief Act of 1953. Gov. Herter is the third consecutive governor to select Mr. Bieringer to head similar committees in the same field. The committee headed by Mr. Bieringer will help refugees from Communistic persecution, natural disasters and military operations by establishing exceptions to the regular quota restrictions which govern entry of aliens into the U. S.

Facit Executives

Sender Jaari

Sender Jaari has been appointed secretary and George W. Haag, treasurer, of Facit, Inc., it was announced by Erik Ohlsson, president of the firm, which acts as U. S. distributor of Facit Calculators, Odhner Adding Machines and Halda Typewriters. Mr. Jaari will continue as sales manager. Prior to his affiliation with Facit in 1950, he was assistant to the president of the Swedish American Pulp Corp. During World War II he was with the OSS and was later with the Office of U. S. Chief of Counsel at the International Military Tribunal in Nuremberg. Mr. Haag recently joined the company as New York office manager. He was formerly assistant manager of the Jewelers Board of Trade, New York.

Furniture Convention-Exhibit

"Increasing Office Furniture Sales to Improve Office Living" will be the theme of the 9th Annual National Office Furniture Assn. Convention-Exhibit at the Conrad Hilton Hotel, March 20-23. "The fact that today's furniture designers are transforming the office into a functional business-home is forcefully demonstrated in the more than 200 exhibits which will be on display," said John R. Gray, NOFA's executive director. "In keeping with the increasing buyer's demand that an office have atmosphere through furniture and furnishings, the entire convention will be devoted to highly informative discussions on how sales can be increased through improvement of office living. Outstanding industry authorities will present product

This duplicating ink says "NO"!

NO Offset

NO Smear

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CANODE DRI-RITE

The easiest-to-use duplicating ink on the market!

Highlighting these quality extras:

- No oil creep in pad
- Will not harden the pad in any climate
- Will not clog pads, harden in cylinders or damage stencils
- For both open and closed drums
- PERFORMANCE GUARANTEED!

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knowledge information at the dealers, representatives, and manufacturers workshop meetings," Mr. Gray added. Over 2,000 dealers, their salesmen, manufacturers and manufacturers' representatives from all parts of the country are expected to attend. Each exhibit will be staffed by experienced and qualified technicians who will be able to answer questions and present advice on improvement of all retail operations and overhead reduction.

The convention committee, under the direction of former NOFA president V. L. Caldwell, is completing the activities program. The featured luncheon speaker March 21 will be "Genial Gene" Flack of Sunshine Biscuit Co., known as the salesman's salesman. Tuesday morning, March 22, will feature the thought-provoking Product Knowledge Clinic under direction of John W. Mock. At the final session, March 23, the morning will be devoted exclusively to the workshop meeting. The final luncheon speaker will be internationally famous Elmer Wheeler—the man who sold the sizzle, not the steak.

As in former years, exhibit booths will be arranged in open-flow style, affording free movement of traffic and aiding the exhibitor in conferring with dealers. Exhibits will be open from 1:30 to 6 p.m. Reservations can be made by contacting National Office Furniture Assn., 327 S. LaSalle St., Chicago 4.

Bruning Appoints Duff

Philip G. Duff

Charles Bruning Co. announced the appointment of Philip G. Duff as administrative vice president. Mr. Duff will assume responsibility for the expanding staff activities of Bruning, one of the nation's largest suppliers of engineering and drafting equipment and of copying machines.

SALES depend on quality of product!

When competition gets keen . . . when buyers compare . . . sales depend on quality of product!

For years Schweitzer have been safeguarding the quality of best-selling carbon papers by supplying the finest papers for carbonizing that modern science can create.

Only paper of the proper degree of absorbency, uniform texture and freedom from impurities can assure you of uniform absorption in the coating process. Only paper created specifically for its use can give satisfaction in performance.

Carbon Paper Manufacturers who insist on the best insist on Schweitzer Paper for Carbonizing—TOPS BY TEST for absorbency, purity, strength, and uniformity of texture.

PETER J. SCHWEITZER, INC.

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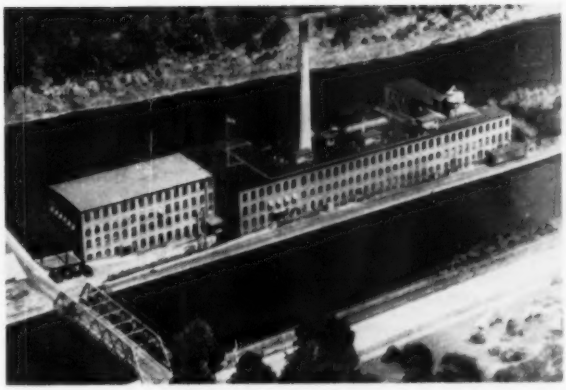
SOUNTROL Noise Reducing Hoods, the result of many years' research by acoustic engineers, protect workers from tiring noise—increase production and work accuracy. Your Graphotypes can be relocated for better work flow when noise is eliminated and machine's appearance is improved. SOUNTROL Noise Reducing Hoods do not increase floorspace, retard ventilation nor interfere with machine servicing. Write for full information today!

JARDIN ASSOCIATES, INC.
75 Maiden Lane, New York 7, N.Y.

Turners Falls, Mass., plant of Esleeck Mfg. Co., recently improved with a 4-story addition, additional new machinery, and a completely new laboratory for testing raw materials and finished papers. For over 50 years, Esleeck has been the only U. S. paper mill specializing exclusively in rag content onionskins, manifolds and other high quality thin papers.

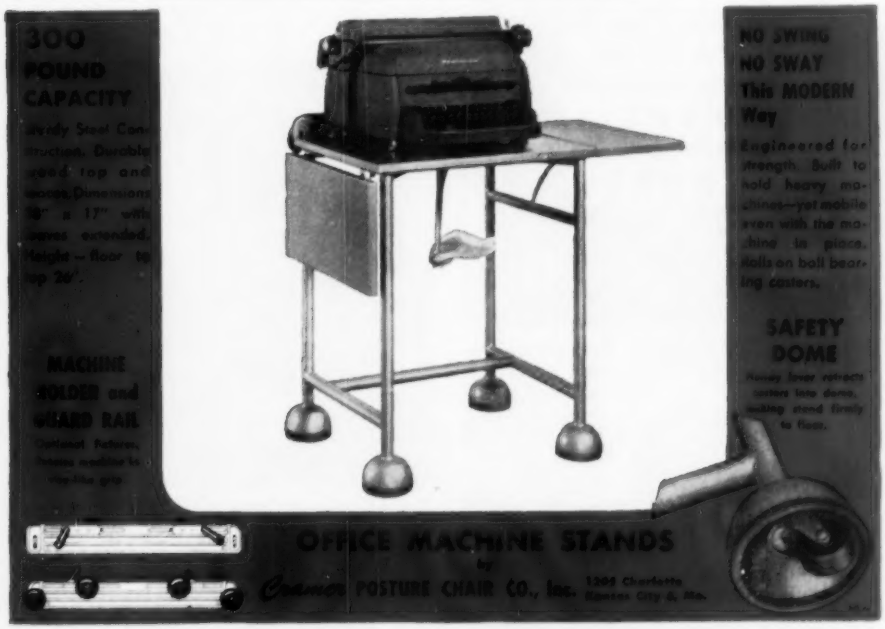


Ludwig in Saybrook, Conn.

Production facilities were established in Saybrook, Conn., by F. G. Ludwig, Inc., producers of Contoura-Constat portable photocopying equipment, to replace their plant which was damaged by fire last November. Shipments on certain models have been resumed.

Royal Appointments

J. D. Farr, sales manager, Office Typewriter and Supplies Department, Royal Typewriter Co., announced eight managerial changes. M. D. Brown, formerly district manager at Dallas, has been elevated to the important position of southern regional sales manager with head-



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The First Eradicator Ever Made
H. H. COLLINS INK ERADICATOR

BEST BY TEST • STILL THE FIRST
ORDER DIRECT FROM
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MAIL BAGS
SECURITY BRAND
Complete Line of
DELUXE ALL LEATHER
or CANVAS & LEATHER
Mail Bags For Your
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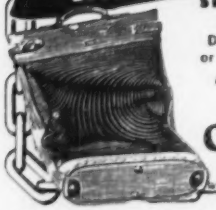

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Items sold, inventories, payroll — count anything in any business—accurately and fast. Anyone can count correctly with inexpensive Multi-Counters which last for years. Write for literature and prices.

Made with any number of counters

MULTI-COUNTER MFG. CO.
401 Broadway, New York 13, N. Y.

quarters at Atlanta. H. W. Ulrey, formerly southern regional sales manager, has been appointed district manager of the Atlanta branch office. Filling the vacancy created by the promotion of Mr. Brown, Royal has named D. L. Newell, formerly district manager at Omaha. K. L. Sullivan succeeds Mr. Newell. N. M. Quist, formerly Columbus, Ohio, manager, has been promoted to district manager at Detroit. G. W. Newman, formerly district manager at Atlanta, has been appointed to head operations at Columbus. G. R. Hansen, formerly district manager at Salt Lake City, was named to head operations at Seattle. C. L. Thompson, formerly Salt Lake City typewriter salesman, steps up to fill the vacancy left by Mr. Hansen.

Rex-O-Graph Reorganized

Harvey F. Ludwig, who purchased Rex-O-Graph, Inc., last April, announced reorganization of the company. David Montguire, who joined the firm, has developed a low-priced, electric spirit duplicator which has been added to their line. Rex-O-Graph has opened a school for its

Ken McWeeney, New York sales representative of General Binding Corp., presents a GBC Combo punching and binding machine to Charlot Byj of Doehla Greeting Cards, Inc. She won it at the Advertising Essentials Show in New York.

dealers at the home office in Milwaukee. The program will include 500 dealers this year. Charles Bartlett and Bob Swain are vice presidents of the firm. Eddy Talbert is eastern representative and Cliff Souders represents the company in the central states. Their packaged line of machines and supplies are offered to dealers on an exclusive basis.

Pencil Manufacturers Elect

Alfred H. Best

Alfred H. Best, president, Richard Best Pencil Co., Springfield, N. J., was elected president of the Lead Pencil Manufacturers Assn. Other officers elected included Oscar E. Weissenborn, president, General Pencil Co., Jersey City, N.J., as vice president; Lawrence Levine, president, Reliance Pencil Corp., Mt. Vernon, N. Y., as treasurer; Clyde T. Nissen, as executive vice president, and Samuel Blumberg as secretary and general counsel. On the association's board of directors are F. G. Atkinson, Joseph Dixon Crucible Co., Jersey City; A. H. Berwald, Eagle Pencil Co., New York; Louis M. Brown, Eberhard Faber Pencil Co., Brooklyn, N.Y.; Paul Fitzpatrick, Red Cedar Pencil Co., Lewisburg, Tenn.; Henry Hassenfeld, Empire Pencil Co., Shelbyville, Tenn., and Richard Lewisohn Jr., American Pencil Co., Lewisburg, Tenn.

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SO-1 For 1" Ring Books, 25c ea.
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Office Machine
PAPER ROLLS

The superior quality paper rolls used in cash registers, adding machines and teletypes in offices and stores everywhere!

- tested for micromatic accuracy
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- clean cut, lintless, without splices
- red ink warning marks near ends
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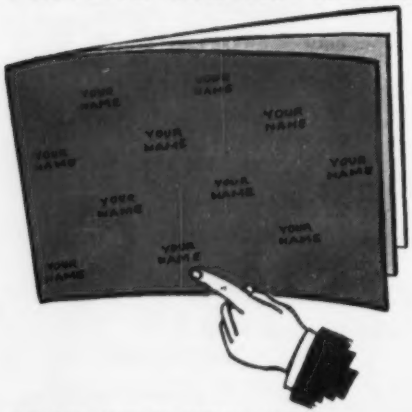
Spirit MASTER UNITS or CARBON PAPER now IMPRINTED with your PRIVATE BRAND NAME



AT NO ADDITIONAL COST OTHER THAN ART AND PLATES

Duplicating carbons should produce the same number of sharp, clear copies every time. You can depend on the *uniform* high quality of Colonial carbons—because for years Colonial has *specialized* in the manufacture of spirit master units, spirit carbons, gelatin carbons and related duplicating supplies. Colonial carbons give longer runs, clearer copies, and above all, *uniform* results.

Send us a sample of your imprint—a rough sketch will do—for quotations.

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CARBON COMPANY
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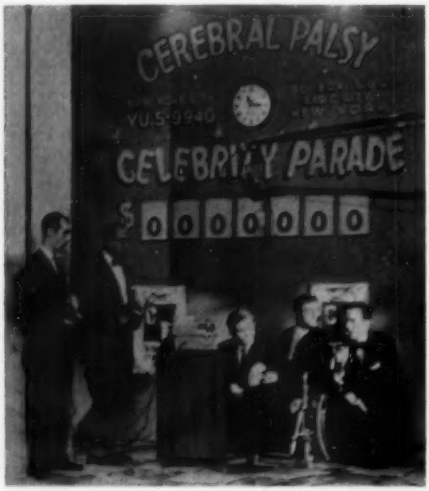
To Avoid Red Machines

At their meeting last month, the Office Machine Dealers Assn. of New York passed a resolution to do everything in their power to discourage and condemn those who willingly and knowingly, sell or purchase typewriters, adding, calculating and all other office machines and equipment manufactured by Soviet controlled countries. They further resolved to police those who disregard their action, to make sure that they sell these machines and equipment with the proper markings as required by Customs regulation.

Tusco Appoints Pickering

Richard Pickering Co., 348 Peachtree St., N.E., Atlanta, Ga., was appointed by Tubular Specialty Mfg. Co. as distributors of Tusco office machine stands throughout the southeastern U. S. Pickering Co. will cover the states of Ala.,



At the Cerebral Palsy Celebrity Parade Telethon, l. to r.: Frank Dimina, Rex Recorder technician; James P. Marino, president, American Dictating Machine Co., Rex Recorder distributors; Arthur Timothy Ewald, medical student; Emik Avakian, palsied electronic consultant and developer of the Rex Recorder Remote Dictation System; and Tex McCrary.

PAYCHECK "OUTLOOK" ENVELOPES

Eliminate Time and Expense of Addressing, also Chances of Error.

Paycheck "Outlook" Envelopes are absolutely opaque, essential when wages are paid by check. Nothing shows but the employee's name. This improves personnel relations.
Send us check you now use and we will submit sample Paycheck "Outlook" Envelope and prices based on your estimated yearly requirements.

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SCHWAB'S NEW FIRE AND BURGLAR RESISTING WALL SAFE

The Schwab Certified Label attached to the door of each safe is your Customer's guarantee that this wall safe has been furnace tested for one hour fire protection, at 1700° temperature.

Dimensions:	Wide	High	Length
Outside	13⅞	10⅝	17⅝
Inside	9½	6	13

Finish Smooth Gray—Shipping weight—50#

THE SCHWAB SAFE COMPANY
LAFAYETTE, INDIANA

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the Quality Line of STURDY, TRANSPARENT PLASTIC

RULERS • TRIANGLES
T-SQUARES
PROTRACTORS and
OTHER RULING,
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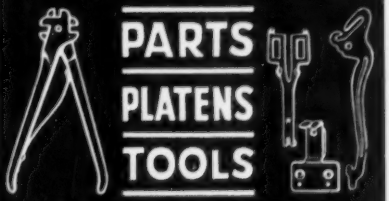

PARTS
PLATENS
TOOLS
ACCESSORIES

for all office machines

Ark., Fla., Ga., Ky., La., Miss., N. C., S. C., Tenn., Va., W. Va. Tusco, one of the outstanding brand names in the office machine field, is manufactured by Tubular Specialty Mfg. Co., Detroit. Many special stands and items of tubular construction are also manufactured for banks, offices and industry.

For Shipman-Ward in L.A.

Wholesale Business Machine Co., 529 Towne Ave., Los Angeles, has been appointed distributor for Shipman-Ward Mfg. Co. Marvin McCrea and E. L. Lamoureux will serve west coast dealers with the complete line of B. F. Goodrich platens, feed and bail rolls, high mortality parts, supplies and specialty items.

Print-O-Matic Expands

Print-O-Matic Co. announced expansion and consolidation of their offices, plant operations and warehouse in a large-area, 2-story building at 724 W. Washington St., Chicago 6. The extensive space has been custom-designed to Print-O-Matic's requirements for the manufacture of duplicators, folding machines, stencils and duplicating ink. New display rooms, executive offices, design and engineering departments are completely modern in appearance and operation and greatly enlarged to permit increased production and further emphasis on new product development.

British Manufacturers Elect

Office Appliance & Business Equipment Trades Assn. of Great Britain & Northern Ireland elected the following officers at its annual meeting in London. President is Hon. G. C. H. Chubb, managing-director, Chubb & Son's Lock & Safe Co. Ltd. Vice president is A. R. Carruthers, Addressograph - Multigraph Ltd. Other members of the council are: S. Gordon Sloan, Rubery Owen & Co. Ltd.; W. J. Arris, Burroughs Adding Machine Ltd.; F. F. Chisholm, Milners Safe Co. Ltd.; J. A. Cumming, Gestetner Ltd.; G. L. Mercer, Lamson Paragon Supply Co. Ltd.; L. M. Nation-Tellery, Sumlock Ltd.; E. C. Rylands, Carter-Parratt Ltd.; Maj. C. V. Wattenbach, Dictograph Tele-

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"Easier, Faster and Safer to mount than any other Property Tag"

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ADHESIVE BACKING WITH SOLVENT

PRESS INTO PLACE

say MAINTENANCE SUPERVISORS

"Easier and faster to mount because of a labor-saving solvent-activated adhesive backing . . . effective on almost any surface, too. Safer because tools, tacks or screws aren't needed . . . no danger of damage to internal mechanisms of precision equipment. Economical, too, because special skill isn't required."

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WRITE TODAY for samples and FREE booklet, "HOW TO PERFECT PROPERTY CONTROL."

METALcraft INC.
MASON CITY, IOWA, U. S. A.

phones Ltd.; W. B. Woods, National Cash Register Co. Ltd.; and D. Sandilands, Kalamazoo Ltd.

Olivetti Speaks in N. Y.

Adriano Olivetti, noted Italian industrialist, spoke at a round-table conference last month at New York University's Wallace Clark Center of International Management. Discussing "Social Problems of Industry in Italy," Mr. Olivetti, Italy's largest manufacturer of office machines, described his management policies which are said to be responsible for a growing anti-communist movement in Italian labor circles.

C & G Advertising Manager

Marvin E. Smith, veteran advertising manager of Chicago and Nashville, has been appointed advertising and sales promotion manager of Cullom & Ghertner Co., it was announced by Alven S. Ghertner, president. Mr. Smith was formerly associated with Thor Corp., American Marietta & Crane Corp., Chicago, and most recently Temco, Inc., Nashville, from which he retired 18 months ago.

Mayfair Buys Goodfrend

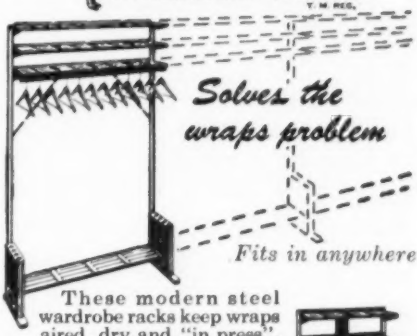
Mayfair Co., Chicago, has acquired Goodfrend Metal Products Co. and will continue making and selling the same merchandise to stationers. Orders and inquiries should be sent to either Mayfair Co. or Goodfrend Metal Products Co., 315 N. Desplaines St., Chicago 6. Telephone number is CEntral 6-1397. R. J. Carrithers is sales manager of the combined companies.

Study Office Automation

Minneapolis-Honeywell has established a special office automation research group. Initially, the group will evaluate the practicality of currently available automatic machines and electronic systems in day-to-day office operations. The department will correlate and investigate office equipment ideas received from the company's divisions ranging from the aeronautical to the industrial division.

The OFFICE VALET

T. M. REG.



These modern steel wardrobe racks keep wraps aired, dry and "in press". End crowding of coats and hats in damp lockers or cabinets. Save floor space too—provide ventilated hat space, coat hanger (spaced apart from all others), built-in umbrella stand and overshoe shelf for 3 persons per sq. ft. 4 ft. No. 3-U rack (above) accommodates 12; No. S-6 costumer (right) accommodates 6. Single or double (back-to-back) units in lengths to fit any available space. Strongly welded, heavy gauge furniture steel; baked enamel finish—modern office colors. Standard in offices, factories, schools, churches, clubs, restaurants and institutions.

No. S-6
for private or small office.

NO. 342
VALET WALL RACK
(capacity 12)

Valet Wall Racks come in any length of 2 ft. or longer. They mount directly on any wall—at any height from floor. Give closets and wardrobe cabinets checkroom efficiency. Make ideal wardrobe accommodations for offices, factories, show rooms, restaurants, dressing rooms and in-plant cafeterias, conference rooms etc. . . are even finding their way into home closets.

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"THE COAT RACK PEOPLE"

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* If you're looking for typewriter keytops?...

* YOU CAN STOP LOOKING.
We manufacture a large assortment of plastic, precision-engineered keytops to fit almost any machine ever made. They're non-flammable and easy to install. Write or phone for our new catalogue.

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MURRAY HILL 6-1898

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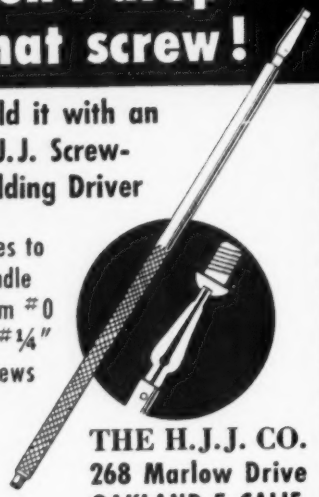
Hold it with an H.J.J. Screw-holding Driver

Sizes to handle from #0 to #¼" screws



THE H.J.J. CO.
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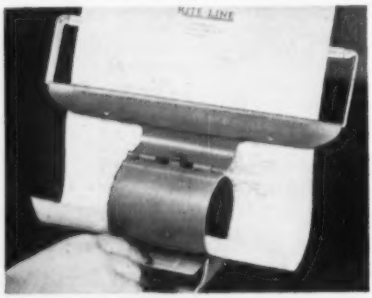

RITE-LINE COPYHOLDER
WITH THE NEW TELESCOPIC EYEGUIDE

Accommodates all widths of copy from a machine tape to 20 inches. Price, including the new Telescopic Eyeguide: $17.75 TAX EXTRA

FREE TRIAL OFFER. Write, asking us to send you a RITE-LINE Copyholder with the understanding you may return it without charge within ten days.

RITE-LINE CORP. 4209 39th Street, N.W. Washington 16, D.C.

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Duplicator Fluid

For brighter, clearer copies —longer runs! Instant drying prevents offsetting. Non-injurious to machines. Practically odorless. Available in 1 gal. cans or 54 gal. drums. Dealers write for complete catalog!

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Due to our newly installed 5,000 gallon tanks and modern up-to-date equipment in the manufacture of duplicator fluid for all types of duplicator machines, we offer the Stationers and Dealers special discounts on the one (1) Gallon Cans and 54 Gallon Drums of AUTOCOPY Duplicator Fluid.

Our lithograph cans or your own can —you supply the labels. Write now for our special discount sheet.

AUTOCOPY, INCORPORATED
12150 South Peoria St., Chicago 43, Ill.
150 West 26th Street, New York 1, N. Y.

One of the dinners during the Jorgen S. Lien 1954 sales convention.

Lien Firm Grew Rapidly

Twenty-five years ago, Jorgen S. Lien established a small office machines business in Norway. A few years later he commenced to make the Joeli fire-resistant safe. Production and sales expanded every year until the war came in 1940. By then Mr. Lien was the leading producer of safes in Norway. Mr. Lien studied the large, rather expensive cash registers and decided to produce a smaller, lower priced machine. During the war, he started work on the Regna Cash Register and in 1945 the first model was completed. He purchased modern machinery from England, Sweden and the U.S., built a factory and a sales organization with branches in Stockholm, London, Ireland, Frankfurt, New York and Montreal. In addition to these branch offices, the firm is now represented in all parts of the world by independent dealer and sales organizations. There are some 4000 people in the Jorgen S. Lien organization.

During 1954, the Regna Adding Ma-

Wee Bonny Blessing!

Figure how much *inefficient* erasers cost you *every day*, as girls correct shorthand and typing errors—take time to remove originals and carbons from machines—frequently do the work over!
***Contrast the savings* you achieve by using quality, uniform texture Weldon Roberts Erasers. Best for calming stenos' jitters; cleanly correcting errors.**
Ask your dealer for Weldon Roberts Erasers specifically suited to your requirements.

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World's Foremost Eraser Specialists

Weldon Roberts Erasers
Correct Mistakes in Any Language

◄ **JET ERASER**

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the important thing . . .

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• *MOREOVER — with each box of Codo Super-Treated Carbon Paper you receive, at no extra cost, Codo's famous Carbon Gripper — a patented device assuring perfect carbon copies every time. Order a box TODAY!*

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401 Wood Street, Pittsburgh 22, Pa.

40 E. 40th St. New York 16, N. Y.

564 W. Monroe St. Chicago 6, Ill.

Talks at the Lien sales convention were simultaneously translated for everyone.

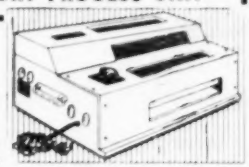
chine was introduced. Both the sales organization and their customers welcomed the new machine. A born salesman, Mr. Lien personally built up his sales organization of which he says, "The sales organization must never become so large that the personal contact is lost." Every other year a sales convention is held in Bergen, under his personal direction. Mr. Lien pays all expenses of representatives from all over the world, both travelling costs and all their living expenses for the entire week.

The 1954 convention entertained some 200 delegates from Austria, Belgium, Canada, Denmark, Finland, Great Britain, France, Holland, Norway, Sweden, Switzerland and the U. S. The British delegation was the largest with 31 in the

Joegen S. Lien introducing "Miss Quota."

NEW!

BANTAM MODEL
AUTOMATIC
DRY PROCESS UNIT



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ONE UNIT DOES EVERYTHING

- No darkroom
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- Simple to operate
- Get 60 to 90 copies per hour
- 9" wide x any length
- 1-side or 2-sides

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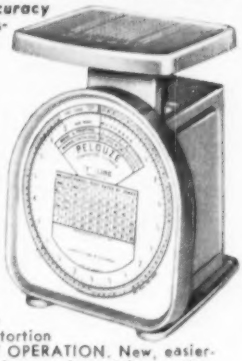
GENERAL PHOTO PRODUCTS CO., INC.
15 Summit Ave., Chatham, New Jersey
Specializing in the manufacture of dry and wet process photo copy equipment

The New Pelouze . . .

'NO WOBBLE PLATFORM'

guarantees accuracy never before possible in Postal Scales



The new Pelouze Y-line of all steel postal scales guarantees absolute accuracy for postal weighing—the wide post holds platform steady to show exact weight at any point on platform—all steel housing holds mechanism firmly mounted on heavy steel channel—distortion CANNOT AFFECT OPERATION. New, easier-to-read dial. New lower prices. Ask your stationer to show you one of these "no wobble on the platform" Pelouze scales today.

Line includes:
Y-5 (illustrated)— 5lb. by ½ oz. for all classes of mail.
Y-10—10 lb. by 1 oz. for all classes of mail.
Y-25—Parcel Post only—25 lbs. by 1 oz.
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To Latin America

Don't Overlook This Growing Market For Office Supply and Equipment Sales.

MONEY TALKS! Look at these official statistics for *only one month's* exports. Then give serious thought to your own overseas trade. American manufacturers during last August (latest figures available) exported:

$76,186 of new standard typewriters to Brazil
$22,388 of metal office equipment to Bolivia
$11,147 of miscellaneous office supplies to Mexico
$30,582 of pens and pencils to Peru
$70,785 of adding and calculating machines to Colombia
$17,952 of carbon paper and ribbons to Venezuela

These figures are random samples for individual countries. Annually the entire Latin American continent will absorb a very impressive volume of your products. There are 19 countries in Latin America where all the office equipment and stationery importers, distributors, dealers and larger users receive La OFICINA. They keep it, refer to it as a guide and reference all year long.

The need for all office products in Latin America is increasing steadily as business and industry develop. Tell these prospects and customers about your products in the 1955 La OFICINA. Its advertising rates are low—its coverage is complete. Your advertising in La OFICINA is basic to establishing and building a profitable Latin American trade.

Send now for more detailed information on circulation, advertising rates and a copy of the last issue.

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232 Madison Avenue
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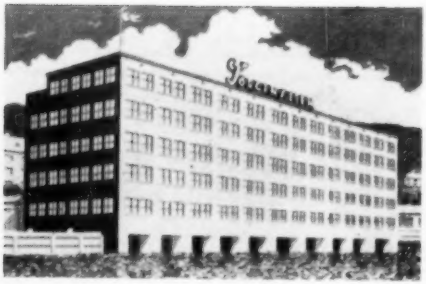


Jorgen S. Lien plant in Bergen, Norway.

group, so English was the predominant language, but there were simultaneous translations of every talk. In the evenings, there were big dinners and parties at the best restaurants and hotels with entertainment and dancing. All who attended will long remember the wonderful time they had, the opportunity to meet and exchange views and ideas with men of different countries, and to make personal friends.

Heads Vic-Dar Division

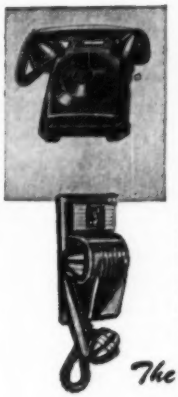
Robert Howard has been appointed manager of the Vic-Dar Division, new electronic data accumulation and reduction system manufactured by Victor Adding Machine Co., according to A. C. Buehler, Jr., vice president. Vic-Dar is a fast method of high accuracy conversion of electrical signal voltages to digitized values. Its ability to print or punch cards directly can save thousands of manual data reduction hours. It also provides the means of automatic machine control and printed records for automation applications.

Changes Name to Steelcase

Metal Office Furniture Co., Grand Rapids, announced that its corporate name has been changed to Steelcase, Inc. Walter D. Idema, president, said that the name of the company and its trade mark, Steelcase, are now identical. No policy or organizational changes are contemplated.

newest aids to office efficiency

Handsets, executive type pair-phone systems, multi-station intercoms (up to 12 stations).



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INSULATED WIRE CO., INC.
Division of The Sperry Corp.
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Contact your Local Typewriter Dealer

FIRST manually operated folder with fully automatic feed!

Priced low enough for any office!

FOLDS 120 sheets per minute!

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DESK MODEL FOLDING MACHINE

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OFFICES come in all sizes, from the tiniest one-man set-up to organizations with many thousands of clerical workers. In recent years, more of the smaller offices, with from 15 to 50 office workers, have been showing greater interest in modern methods and up-to-date equipment. The trend was noticed as more small offices started subscribing to THE OFFICE. In our Annual Survey, as usual, the addressing machines are set to skip and print the addresses of a cross-section of our readers, so we surveyed offices of every size. The small offices proved very fluent.

Executives in small offices told us how much modern machinery and equipment they already have. They said they're ready to buy more, and the writers should know what they're talking about because in most instances they were principals in their firms. They ask, why isn't there more of the faster, automatic equipment made for small offices? They have an idea that the most modern, higher priced products are only for big firms.

Often equipment advertising cites use of products in large installations. Too, many methods articles are written by large office specialists. The latter no doubt have more time to write than the small office executive whose duties include top management responsibilities. But, much of that same equipment and many of those same methods can be used in small offices. In fact, several techniques described in THE OFFICE during the past year were small office methods. The reader might have been misled by photos showing a fortune in equipment. Even a firm's name in the by-line might mislead if the particular operation is in a small branch of a big company, or a small office of a government agency.

One thing we can tell the small office: they have been heard! Their needs will be kept in mind by our staff and we hope more small office executives will find time to write articles for us. We feel sure the word will reach distributors and manufacturers' representatives who will more often inquire about the exact job to be done and the people available to do it. If the executive will give some idea of his budget, and investigate all the products available for the job, we are certain he will locate a system which will be profitable for him to use. This may take time to do, but the savings could make it worth the while. When a reader isn't sure of sources for a particular product, drop a line to THE OFFICE and we'll be glad to help him. When writing, give sufficient facts about the job to be done, so we can better pinpoint the most suitable product.

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